PRINTERS' INK

A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. CIII, No. 3. NEW YORK, APRIL 18, 1918 10c A COPY



The Truth About "Purity" Margarine

OLEOMARGARINE is one of the most wholesome and yet one of the least understood foods in America.

Whatever prejudice there is against it arises from the fact that few margarine makers have ever had the courage or the foresight to take the people frankly into their confidence.

When the Capital City Dairy Co. of Columbus, O., came to Advertising Headquarters, we asked Mr. Kelly and Mr. Corbett to tell us the whole story. They did—fully and gladly. As a result, "Purity" Margarine advertisements were planned with a two-fold purpose:

(1) To tell the people the plain, simple truth about margarine and by a process of education to forever eliminate all prejudice against it.

(2) To put into words a taste of the particularly fine flavor of "Purity" Margarine and to show the people why they should buy it in preference to Sam Smith's brand or Tom Brown's.

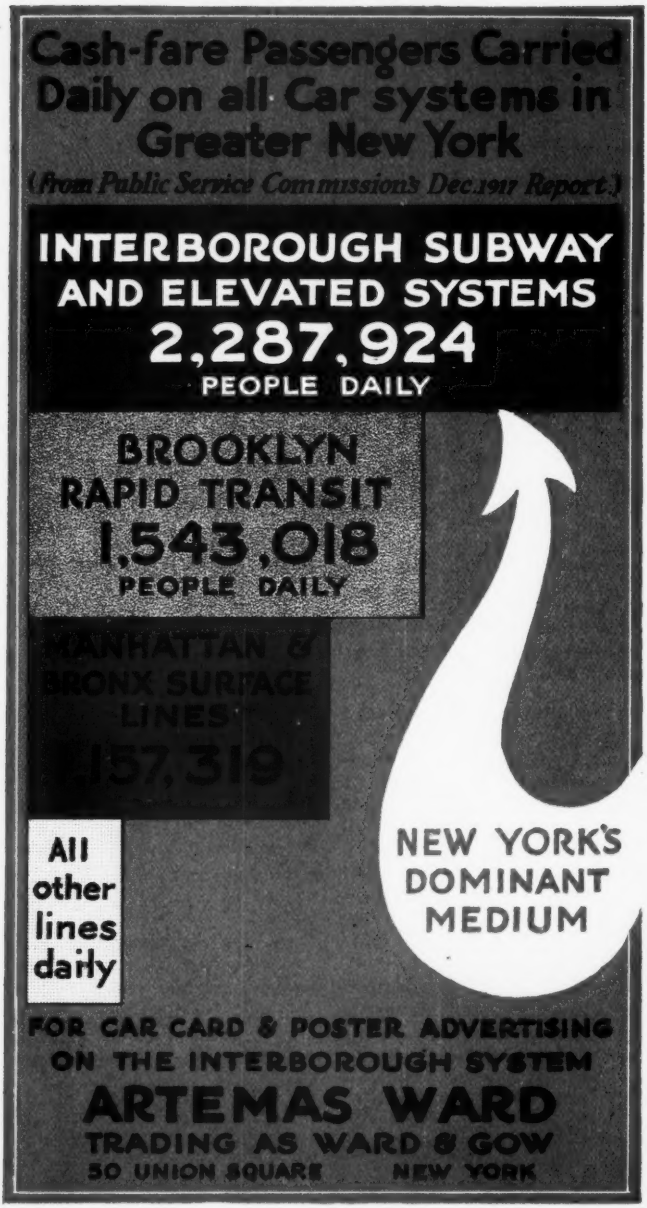
We might mention here, as indicative of the scope of this campaign, that more than 1100 plates have already been sent to the newspapers, most of them carrying dealers' names.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK BOSTON CLEVELAND CHICAGO


Cash-fare Passengers Carried Daily on all Car systems in Greater New York
(from Public Service Commission's Dec. 1917 Report.)
INTERBOROUGH SUBWAY AND ELEVATED SYSTEMS
2,287,924
PEOPLE DAILY
BROOKLYN RAPID TRANSIT
1,543,018
PEOPLE DAILY
MANHATTAN & BRONX SURFACE LINES
457,319
All other lines daily
NEW YORK'S DOMINANT MEDIUM
FOR CAR CARD & POSTER ADVERTISING ON THE INTERBOROUGH SYSTEM
ARTEMAS WARD
TRADING AS WARD & GOW
50 UNION SQUARE NEW YORK



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COLLEGE OF BUSINESS ADMINISTRATION Boston University

PRINTERS' INK
Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
ENTERED AS SECOND-CLASS MATTER AT THE NEW YORK, N.Y., POST OFFICE, JUNE 29, 1893

VOL. CIII NEW YORK, APRIL 18, 1918 No. 3

Firestone and His Organization

Yes, Firestone Is the Name of a Man and Not of a Material—Appropriation Five Times as Large To-day as Five Years Ago

By Edward Mott Woolley

TO make one's name synonymous with one's product is of itself a great achievement, and wherever we find a man who has done this we are sure to discover that he has paid the full price of success.

In Akron I had the opportunity of talking with Harvey S. Firestone. When people first began to hear of his company some twenty years ago, they often imagined that "Firestone" referred to material used in the tires, though afterward they came to know that this was the name of the founder. "Firestone" became idiomatic of automobile tires. We like to talk about the "magic of advertising," but within that phrase long years of effort are almost always crowded, often struggles. The magic may be there, but it isn't of the instantaneous sort.

When I went to the Firestone plant recently I saw amazing reaches of factory buildings. Here some 12,000 men were working. Wherever I went in those far-spreading structures the dull roar of machinery filled my ears, nor did it stop when the time came for ordinary men to go home. Here night and day are alike, and shift follows shift in ceaseless repetition. I left the plant at seven in the evening, and the blazing lights and thundering machines bespoke the acme of industrial success: a turnover that never stops, producing thousands of pneumatic tires a day, great quantities of hard rubber truck tires, and footwear.

In 1917 the Firestone sales were $61,587,000—a jump from $36,000,000 in 1916. The capital is $15,000,000 and the total assets over $51,000,000. In twelve years three stock dividends laid the foundations of many fortunes in Summit County. Those who left their original investments with the company saw them grow three hundred and twenty times their first size.

The company is said to be investing about $1,500,000 a year in advertising, and I am told that the appropriation has increased five-fold in as many years, though this information is not official. The national magazines are used very largely and the company pursues a steady and persistent campaign. For sixteen years it has been in the magazines twelve months a year. Color smashes are used and double-page spreads, compelling attention and blazing the way.

Motion pictures comprise an interesting and unique feature of the advertising, and the company believes that great possibilities exist in this line, for many concerns, if they have the imagination to see them. From a standpoint of picturesqueness, the Firestone films are unusual.

The advertising of the company also leans strongly toward the use of newspapers, farm papers, posters, painted signs and direct advertising filled with helpful in-

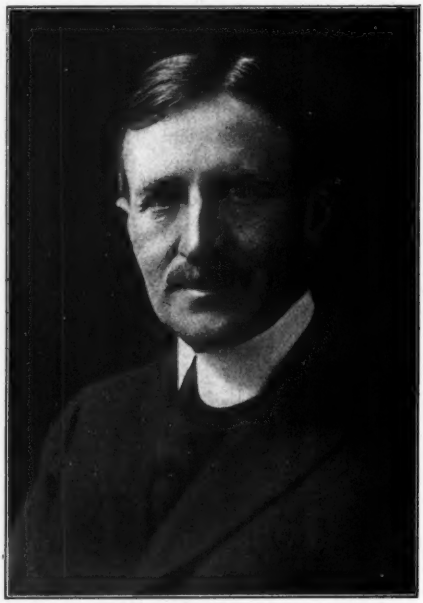
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formation. It goes in heavily for dealer work, analyzes local territories, prepares complete campaigns for dealers months ahead, and gives advertising and sales counsel. Mr. Firestone believes that advertising should rest on facts alone. For years his campaigns have been built around the dealer and dealer merchandising.

The company issues several house-organs. One of these is "Milestones," which is an innovation in advertising methods. This publication is virtually a high-class general periodical with a leaning toward automobiles, and has a circulation of three-quarters of a million. A dealer in any territory may get his advertisement in color on the back cover for a few cents a copy, the company mailing the magazine to the list of customers supplied by the dealer. I find in this magazine articles and fiction by well-known writers, a woman's page, and various informative departments.

The company has 500 or more salesmen, scattered in every part of the country, and it ties the great sales organization together with conventions and gatherings, big and little. The Firestone dealer conventions in different territories are "live wire" occasions. A big annual convention is held at Akron, and there are annual dinners to 2,500 superintendents, foremen and department managers and their wives. Last year there was held the first convention of Firestone office managers. At this meeting almost every official of the organization was called before the delegates and required to "testify."

While the sales and advertising organizations of this company stand for the most progressive thought in modern industry, problems of handling labor have also been worked out with advanced methods. This industrial part of the story, which I shall touch on further along in this article, is extraordinary in many respects. Here in Akron—in other great plants as well as at the Firestone establishment—the whole subject of handling men makes a story of absorbing interest to executives in industrial plants.



HARVEY S. FIRESTONE, PRESIDENT OF THE FIRESTONE TIRE & RUBBER COMPANY

It was my good fortune to spend an evening with the chief executive of all this, though, like most industrial leaders, he doesn't claim much credit for himself. Yet to me the direction of such an organization is a marvelous thing.

I usually try to have one eye

HENRY FORD sold 337,771 cars through a 360-line ad in 142 Newspapers at a cost of $6000

WHAT greater achievement could any manufacturer hope to accomplish through advertising or salesmanship? It was a stupendous feat, and yet any manufacturer WITH THE GOODS can do the same thing, perhaps to a lesser degree, provided he KNOWS HOW.

HENRY FORD'S Basic Principle

"Any man who can make anything in public demand better, cheaper, and on a larger standardized basis than anyone else can sell practically all he can make"

is as sound as it is practical

If a manufacturer HAS THE GOODS and is able to set up an attractive enough appeal to the public he can get results through newspaper advertising beyond understanding. Too much of our so-called modern advertising merely represents words and typographical effects.

THE NEW YORK GLOBE

MEMBER A. B. C.

offers the advertiser the most responsive audience to address with his business appeal and will gladly help him make his advertising effective.

Copy of the statement of C. A. Brownell, advertising manager of the Ford Motor Co., presenting the most notable demonstration of the direct result of newspaper advertising, will be sent to anyone on receipt of stamped, self-addressed envelope by

JASON ROGERS, Publisher, 73 Dey Street, New York.

on the drama of life, and my purpose is to reflect Mr. Firestone himself rather than an inanimate corporation. So let me visualize him, to some extent, as he is now before I go on. Much of this information I got from his friends.

For one thing he is a man of many close friendships. He likes to visit his friends, and to entertain them. At one time he met Thomas Edison, Henry Ford and Luther Burbank in California, and they toured together. Mr. Burbank entertained them at his home in Santa Rosa, and they went on down to Los Angeles.

One of the Firestone men in Akron told me a little story which, even if not absolutely literal, shows the president of this big corporation as something of a humorist. While at Burbank's home in Santa Rosa, as the anecdote runs, an argument arose as to whether Ford or Firestone was the better salesman. Edison made a bet that neither could sell anything whatever in Santa Rosa. In the town lived a certain rich Indian and Burbank suggested that he ought to have a Ford car.

"You just go out, Henry, and sell him one," he said, "and then Firestone can sell him some tires."

So they went out and found the Indian, and Ford talked himself black in the face for two hours, but couldn't make any impression.

This left Mr. Firestone scant excuse for a market, but, being a man of quick imagination he proceeded to sell the Injun a tire for Injun Junior, to be used as a hoop. Thus Edison lost the bet.

MR. FIRESTONE'S MANIFOLD ACTIVITIES

A year or two later, Mr. Firestone, Thomas Edison and John Burroughs went on a camping trip together, starting from Mr. Edison's home in Llewellyn Park, N. J., and finishing in New England. The adventurers camped as they went, traveling by automobile and carrying their supplies on a truck. They purposely avoided the main roads of travel and kept to the country and out-of-the-way places, camping over night wherever they happened to be and reveling in nature.

Many prominent men, personal friends of Mr. Firestone, have visited at his home in Akron. The Firestone house, on the outskirts of town, is a beautiful place, and for the benefit of the five Firestone sons—and perhaps also for the charming three-year-old daughter—is equipped with a splendid swimming pool, baths, bowling alleys, gymnasium and such things. One of these sons is now in Princeton and is also a student of aviation. One day his father went down there and took a ride with the boy in an airplane. Mr. Firestone is not overenthusiastic now about flying, preferring automobiles or motor boats. Better still, he likes horses —either to ride or drive. His greenhouses reveal his love for flowers, and his great organ bespeaks a taste for music.

Of late he has had a winter place at Miami, Florida, but it is chiefly for his family; and so is a summer place up around the Great Lakes. His greatest pleasure is at the plant. On returning from the South this Winter he observed to a group of his men:

"You ought to be happy here, with plenty to do. There isn't much happiness in loafing around Florida."

And then he enjoyed himself in his office until two A. M.

He likes civic work, too, and is prominent in most of the activities which have for their aim the improvement of Akron as a place to work and live. He is founder and president of the Rubber City Savings Bank, which is a material expression of his ideas of thrift. The deposits of this bank in eighteen months attained almost a million and a half. It has more than 15,000 depositors.

For two years Mr. Firestone was president of the Rubber Association of America. During his term this organization acted for the English government in the vital matter of rubber imports and

(*Continued on page* 115)

Circulation Stability

IT is a striking evidence of the sound basis upon which the circulation of THE AMERICAN WOMAN has been built, that recent conditions in the publishing business have not necessitated the slightest change in the volume of our circulation or the methods which we have followed in securing it.

Stability of Circulation is an important consideration to the advertiser who plans ahead, along definite lines, eliminating as it does, the possibility of having to alter schedules in mid-season due to changes in circulation.

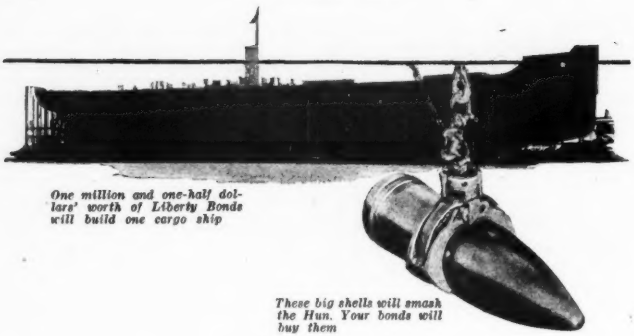
THE
AMERICAN WOMAN

Circulation 500,000
Guaranteed Net Paid

Applicant for Membership A. B. of C.

Western Advertising Office
W. H. McCURDY, Mgr.
30 N. Dearborn Street, Chicago, Ill.

Eastern Advertising Office
WM. F. HARING, Mgr.
Flatiron Building, New York



One million and one-half dollars' worth of Liberty Bonds will build one cargo ship

These big shells will smash the Hun. Your bonds will buy them

Here is what your bonds will buy—

One $50 Liberty Bond will render 666 soldiers relatively safe from typhoid or will make 400 operations painless.

One $100 bond feeds a soldier for eight months.

Three $100 bonds clothe a soldier and feed him for one year in France.

One $500 bond supplies bicycles for the headquarters company of an infantry regiment.

One $1,000 bond buys six cases of operating instruments for a base hospital.

$1,500 worth of bonds will buy a motor ambulance.



Two $1,000 bonds buy a motor truck.

Three $1,000 bonds buy rifles for a field artillery battery.

$5,000 worth of bonds will equip a company of an infantry regiment with rifles.

$6,000 worth of bonds buys one liberty motor.

One $100 and one $50 bond will clothe and equip an infantry soldier for service over seas.

Photographs by permission of Underwood & Underwood



$100,000 worth of bonds buys five combat planes

$1,500 worth of bonds buys an ambulance

$9,000 worth of bonds will provide a rolling kitchen for field artillery brigade.

$10,000 worth of bonds fully equips three hospital wards of fifty beds each with beds made up and linen in reserve, chairs, tables, mirrors, foot tubs, 120 towels, pajamas, bath robes and towels.

$50,000 worth of bonds will construct a base hospital with 500 beds.

$100,000 worth of bonds will buy five combat planes.

* * *

Can you, with a free conscience, read the daily list of American casualties if you have not at least contributed to the provisioning of the men in American trenches?

There is no reader of PRINTERS' INK, man or woman, too poor to buy at least one Liberty Bond, one $50 or $100 bond, on the instalment plan if need be—**one dollar a week.**

This is the crisis, the decisive moment of the war. Subscribe today to the limit of your purse.

J. WALTER THOMPSON COMPANY
New York
Chicago Boston Detroit Cincinnati



One $100 and one $50 bond will feed a soldier for a year.

What Is the Influence of Atmosphere in Selling Goods?

A Letter That Shows the New Spirit of Business

B. & M. GOLDMAN COMPANY
Manufacturers of Men's Neckwear
LOS ANGELES, CAL., Mar. 28, 1918.

Editor of PRINTERS' INK:

We have a customer who has a haberdashery store on one of our busiest corners in the city. He is doing a satisfactory business, but tells me that he finds that the greater percentage of his customers are always in a hurry when they come in to buy. The store has entrances from two streets. Do you believe that it is due to the noise on the street that people hurry?

This storekeeper wants to know if there is any way to make the atmosphere of his store more restful so that his customers will not be in such a hurry, and perhaps remain longer and make larger purchases. There is no carpet or covering of any kind on the floor. Do you think that, by putting a nice rug on the floor, it might influence the customer and create a calmer atmosphere?

We shall be pleased to have you give us your view in this matter, together with any suggestion that you may have to make.

B. & M. GOLDMAN COMPANY.
By MAX GOLDMAN.

THE above letter is a fine example of the new spirit that has come into business. A few years ago if a manufacturer were asked for information of this kind, the chances are that the assistant credit man would be delegated to make some sort of a perfunctory reply. The matter would end there. To-day, however, as the letter from the Goldman company evidences, the progressive manufacturer is anxious to go out of his way to help a dealer. He realizes that it is good policy to do so. He knows that the more the retailer succeeds, the more it will benefit him. Supposing this haberdasher put the same problem up to half a dozen houses with which he deals. Wouldn't it be natural for him to feel the friendliest toward the one that seemed the most willing to help and that offered the best solution of his trouble?

We are inclined to believe that this retailer's problem is not as serious as it may appear to him. The average man hates to shop. When he buys, he is usually in a hurry to get out of the store. If he is not waited on promptly, he becomes impatient. This is why men generally dislike to patronize department stores. They have to edge their way through crowds, often have to stand around before they are served and then have to wait for the parcel and for their change. Men, as a rule, prefer to buy in specialty stores, although even here they are not in the habit of doing much shopping. They get what they want and then waste no time in leaving the establishment.

WHAT SERVICE CAN'T ACCOMPLISH

It would therefore seem that there is nothing exceptional about the experience of this Los Angeles haberdasher. That his customers are always in a hurry does not imply that his service is at fault. Even though his store were ideal in every respect, the chances are that many of its patrons would still be anxious to make a quick exit.

Of course there may be factors in the situation that are not revealed in the letter from the Goldman company. If the store is very small, it would be one explanation of why customers are always in a hurry to leave. It has been proved time and again that if a retail establishment hasn't a spacious appearance, people do not like to linger in it. There are other things that might militate against the success of a store. Some of these are tactless salesmanship, a disheveled stock, poor ventilation, insufficient light and clerks that act as though the advent of a customer is an intrusion on their privacy.

As to how far it is advisable for a merchant to go in giving atmosphere to his store is an open ques-

My, that's about the best I ever did taste



in the line of good-to-drink things! Saw an ad in The American Boy about how refreshing and cooling and a lot of things Cheerberry was and I got an awful thirst in a hurry. And, sure enough our drug store sold it, and Cheerberry, my, but isn't it great; why, I could drink six glasses quick.

And you ought to see Ben, my chum, who's over 17, drink his down so quickly he had to buy another. And, the soda man laughed, and said, you young fellows know a good thing. He likes Cheerberry too, and says it sells so fast he guesses he'll have to get a cartload or two.

Bet you, Dad will bring Mother and the kids down when I tell them about Cheerberry. You know Jimmy is only a little chap; he's eleven; and, Sissy Marion, she's eight, but Sissy Lou's gone twenty and will get married soon as the war's over. But you ought to see them drink sodas. They won't want anything but Cheerberry after this.

And Ben, I said, this is the store where Dad bought last Sunday's chocolates. Remember the ad we saw in The American Boy about Lady Dainty Chocolates? Well I told Dad and he bought some—and me-o-my, *some* fine candies all right. Sissy Lou promised to buy me a box for my birthday.

I guess I'm going to be around when Dad takes the kids down to get some Cheerberry. More I think about Cheerberry the better it tasted. And Ben said, me too, you bet.

Billy Byer

To be continued in the May 2nd issue of Printers' Ink

THE AMERICAN BOY

"The Biggest, Brightest, Best Magazine for Boys in all the World."

500,000 boys read The American Boy.

They or their parents pay $1.50 a year for it—buying power!

They average 15½ to 16 years old—buying age!

They have much to say about family purchases—buying influence!

The American Boy goes into 225,000 of the best homes in America—leadership!

"Where there's a boy there's a family."

Member A. B. C.



THE SPRAGUE PUBLISHING COMPANY

EASTERN OFFICE
E. B. MURTHEY, Manager
286 Fifth Avenue
NEW YORK CITY, NEW YORK

J. COTNER, Jr., Sec'y-Treas.
DETROIT, MICHIGAN

WESTERN OFFICE
J. P. AHRENS, Jr., Manager
1416 Lytton Building
CHICAGO, ILLINOIS

tion. That the place should not jar the nerves, is obvious. It is admitted that the tout ensemble of the store should be harmonious. Customers should be made to feel at ease and everything should be done to make their visit to the establishment a pleasant event. Some exclusive specialty shops, of course, are obliged to have an atmosphere of elegance, but that is neither necessary nor advisable for the general run of stores. It is possible to make a retail shop so fine that people will be afraid that they will be overcharged. The aristocracy of the place scares them away.

As a rule we would not recommend that a store "doll up" too much. Instead of putting in rugs, palms, and other paraphernalia that are sometimes employed to give a place atmosphere, we would suggest that the store take extreme pains to display its wares artistically. This is a wonderful art and any retailer can well afford to give it much study. Goods that are tastily shown make an appeal to customers that is hard to resist. Display is one of the most effective means of rotating a sale or of "trading-up" a buyer. It is possible to give a charm to a store's arrangement of merchandise that will be a constant, silent invitation to the shopper to linger awhile and look around.—[*Ed.* PRINTERS' INK.

New Advertising Manager for Ingersoll Watches

Miss E. Holden has been appointed advertising manager of Robt. H. Ingersoll & Bro., New York, to succeed C. R. Hoffman, who has entered the Service. Mr. Hoffman has joined the Signal Corps and is stationed at present at Waco, Tex. Miss Holden has been connected with the promotion department of the Butterick Publishing Company, New York, for the past three years.

Lieut. Graham Promoted to Captain

First Lieutenant Louis Graham has been made a captain in the 309th Engineer Corps, U. S. A., stationed at Camp Zachary Taylor, Kentucky. Captain Graham, who joined the Army in October, 1917, as second lieutenant, was formerly on the staff of Philip Kobbé, Inc., New York.

New Officers For T. P. A.

At the annual meeting of the Technical Publicity Association, Inc., of New York, held April 11, the following officers were elected: President, W. D. Lindsey, Western Electric Company; first vice-president, W. H. Easton, Westinghouse Electric & Manufacturing Company; second vice-president, L. A. Hornstein, Mergenthaler Linotype Co.; secretary, H. J. Downes, American Locomotive Company; treasurer, R. P. Kehoe, De Lavergne Machine Company.

The announcement was made that it has been decided to establish an associate membership open to members of organizations, including publishers, so long as these associate members are operating strictly in the technical field.

It was further announced that a committee of technical advertising men to co-operate with the Division of Advertising of the Committee of Public Information has been appointed as follows: Chairman, W. H. Easton; Arthur Haller, American Locomotive Company. C. J. Schumann, Moller & Schumann; Robert Cameron Beadle, Combustion Engineering Corp.; G. W. Vos, the Texas Company.

Changes in the H. K. McCann Company

Leland Stanford Briggs, who has been art director of the H. K. McCann Company, New York, for many years, has been made production manager in charge of all phases of production work, including copy, art, printing and engraving. Directly in charge of the printing and engraving work is J. E. Wingate, lately associated with Hanff-Metzger, Inc., in a similar capacity. Mr. Wingate succeeds Herman A. Doolittle, who will hereafter be in charge of the company's order department.

Ellery W. Mann, who has been associated with the McCann company ever since its establishment, has been appointed manager of the service department.

Columbia Battery Innovation

The Columbia dry battery advertising of the National Carbon Company, Inc., Cleveland, is now handled by Murray Howe & Co., Inc., New York. The most interesting feature of the copy that has been prepared is that it will be of the "double-barreled" sort—the storage battery copy being hung on that of the dry batteries. In the past the advertising of the storage and dry batteries was separate and distinct.

Ashbrooke With Gillette

J. T. Ashbrooke has been appointed advertising manager of the Gillette Safety Razor Company, Boston. For several years past he has been connected with the Hearst organization, being principally employed as New England representative of *Cosmopolitan Magazine*, New York.

COLLEGE OF BUSINESS ADMINISTRATION Boston University

CHICAGO
The Central Location for Printing and Publishing

Printing and Advertising Advisers



Day and Night Service All the Year Around

One of the Largest and Most Completely Equipped Printing Plants in the United States

Linotypes, Monotypes, Hand Typesetting. Usual Presses, Color Presses, Rotaries. Usual Binding and Mailing Facilities, also Rapid Gathering, Stitching, Covering and Trimming Machines.

Whether you have a **large or small Catalogue or Publication** to be printed you have not done your duty by your firm or yourself until you have learned about the service Rogers & Hall Company give and have secured prices.

We ship or express to any point or mail direct from Chicago

Make a Printing Connection with a Specialist and a Large and Reliable Printing House.

Business Methods and Financial Standing the Highest

(Inquire Credit Agencies and First National Bank, Chicago, Ill.)

ROGERS & HALL COMPANY

Catalogue and Publication PRINTERS

Artists—Engravers—Electrotypers

Polk & La Salle Streets CHICAGO, ILL.

Telephone Wabash 3381—Local and Long Distance

CHICAGO
The Central Location for Printing and Publishing



"Collier's has passed on from the period of weak-stomach contents to the position of a National Weekly in whose every issue there is matter of exceptional interest and educational value."—*From Newspaperdom, March 14, 1918*

McNutt in Collier's

William Slavens McNutt went out to Yaphank to look things over one day last September and liked them so well that he just had to tell people about them. And as a result he came to Collier's with an article—such as we had hoped somebody would write about the new National Army but didn't really expect.

This first article made such a tremendous impression that we sent McNutt all over the country to interpret the spirit of the principal cantonments in each section. And such an interpretation! McNutt makes you feel you want to get up on your chair and cheer.

In next week's issue of Collier's appears his article on the South—"Making Soldiers in Dixie"

McNutt has just gone abroad for us; in fact, he is about due in France as you read this advertisement. All of his war articles appear exclusively in Collier's.

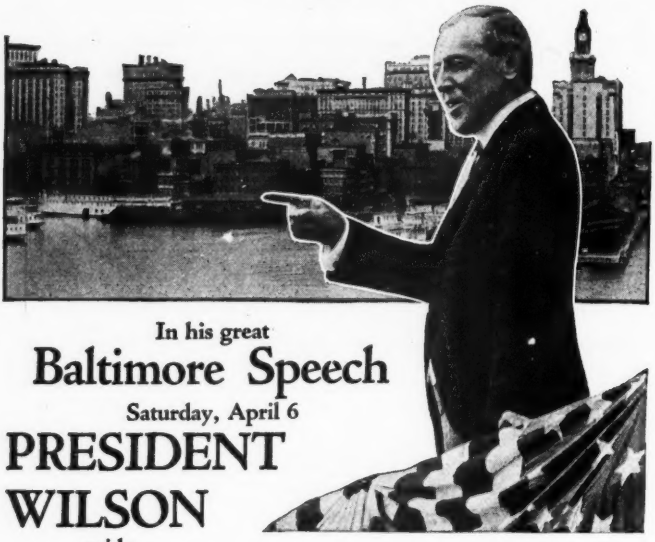
Collier's

THE NATIONAL WEEKLY

J. E. WILLIAMS, *Advertising Manager*

More than a Million Every Week

An advertiser selling to automobile accessory dealers writes as a postscript—that the results from his January page in Collier's have already exceeded the $100,000 mark in sales.



In his great

Baltimore Speech

Saturday, April 6

PRESIDENT WILSON

said:

"I ACCEPT the challenge. I know that you accept it. . . . Let everything that we say, my fellow countrymen, everything that we henceforth plan and accomplish, ring true to this response till the majesty and might of our concerted power shall fill the thought and utterly defeat the force of those who flout and misprize what we hold dear. . . . There is, therefore, but one response possible from us—force, force to the utmost, FORCE WITHOUT STINT OR LIMIT, the righteous and triumphant force which shall make right the law of the world and cast every selfish dominion down in the dust."

There is not a man in the United States that loves his nation's honor that does not stand committed to make these words good . . . . We cannot merely approve and then leave it to him to make good. . . . The soldier who is going to fight has his part laid out for him. LET THE MAN AT HOME FIND HIS!

—Excerpt from NEWS editorial, April 7, 1918.

As a Starter—BUY BONDS!

The Baltimore News

Daily Average net paid circulation for March, 1918 108,015
Sunday Average net paid circulation for March, 1918 113,908
Daily Average net paid circulation for March, 1916 73,254
Sunday Average net paid circulation for March, 1916 77,457

An average increase daily and Sunday in just two years of forty-seven and one quarter per cent.

DAN A. CARROLL
Eastern Representative
Tribune Building
New York

Frank A. Webb
Advertising Manager

J. E. LUTZ
Western Representative
First Nat'l Bank Bldg.
Chicago

War-Time Reasons for Modifying the Free-Trial Offer

Oliver Typewriter Company Takes Exception to a Recent Editorial in PRINTERS' INK—New Light on the Subject

IN our issue of March 21, the leading editorial was entitled, "Modify the Free-Trial Offer." The gist of the argument was that since the transportation system of the country is being severely strained manufacturers should try to avoid putting any unnecessary burden on the railroads. It was suggested that the free trial plan, especially where the offer is not hedged in with restrictions, causes a lot of goods to move back and forth before they are finally sold.

Evidently this editorial struck fire. At least it did in one quarter—the Oliver Typewriter organization. The editorial has certainly ignited the indignation of that company as the following letter shows. Before quoting the letter, let us say that the attack would be rather disconcerting if we had not taken the precaution to be in possession of facts before the editorial was written. Also we would feel the sting of the criticism much more keenly if we didn't have the consolation of knowing that several large, successful houses take our side of the argument. For instance, in the typewriter business, such leaders as the Underwood Typewriter Company and the Royal Typewriter Company have discontinued the free trial. Passing by the question of whether the Oliver is or ever was intrinsically as valuable a machine as the Underwood, let us read how the Oliver people rebuke us:

CHICAGO, March 30, 1918.

Editor of PRINTERS' INK:

Let us suppose that I occupy a position in some field of activity that is relatively as important as PRINTERS' INK is in its field. Let us suppose that by turning my mind inward I conclude that all of the essential part of PRINTERS' INK can be put on a single sheet of letter paper, and having reached that conclusion proceed without consulting you or those who may be interested, and know what is being printed is of real value, to give the utmost publicity to this thought of mine, arguing that paper is scarce, it takes labor to make paper, transportation of publications is expensive, and all in all it would be better for all publishers to bring their paper down to one-tenth or one-hundredth or any other fraction of their present size.

Oh patriotism, what thoughtless things are said in thy name!

Your editorial seems to have given me an impression that, however well-meaning it may be, it is written with so little knowledge of the facts and, therefore, with so little reflection as to what real conditions are, that the only effect it can have would be a detrimental one to any concern of prominence that is sending its goods on trial for approval.

Let us now analyze some of the assumptions in this editorial. You state that during the war the method of offering goods on trial is wasteful, that the real objection to it is that products sold in this way do not always stay sold. Permit me to say that products sold in any way do not always stay sold, and that quite the contrary from the inference to be drawn from your statement, products sold in this way stay sold to a greater extent than when they are sold by direct solicitation. In the case of products sold by direct solicitation, through a force of traveling men, there is a very large waste. The Oliver Typewriter Company know it because they have been through that method of selling, and it was only by the elimination of this tremendous volume of waste that

they were able to reduce their price from $100.00 to $49.00 and still furnish the same machine.

You say further that persons who send for merchandise knowing that they can return it if they do not like it frequently are not fully sold when they order, and that after they have a chance to try the article and the novelty has worn off they are more inclined to return it than to keep it. The only justification for such a statement as that is the assumption that a greater number return the article than keep it. This also is at variance with the wide experience in the mail-order business, and is far out of line with the experience of the Oliver Typewriter Company during the past year, and it is again evident that the writer had little knowledge of actual conditions.

You say later on that if it is necessary to make the sale conditional on the article giving satisfaction, at least get a payment in advance, and thus forestall the curiosity seekers. Please say upon what knowledge or experience you feel justified in giving that advice. Perhaps it may be good advice, but on my word I don't believe it is based on any experience other than that of the editorial desire to give advice on any subject.

Now, having thoroughly irritated you, I hope, I want to say a word about The Oliver Typewriter Company. The Oliver Typewriter Company has been in business for some twenty odd years. Up to a year ago this month the price of its typewriter was $100.00, the same as a number of other machines. A study into business conditions, particularly concerning sales and distribution, convinced us that there was an enormous waste in the sale and distribution of typewriters which benefited no one and for which the purchaser has always had to pay. We said to ourselves, if we can change the method of distribution, get rid of all of these obstacles that stand between us and the customer, we can save that money, give it to the customer in the way of a reduced price, and we think it will be appreciated by a great number of possible buyers, and that it will ultimately increase our business, but at any rate we will cut out the waste.

Then, the question arose—How can you convince the man who reads your advertisement that you are giving him exactly the same machine that you sold for $100.00? The typewriter business is splendid; people will not willingly believe that you reduced the price of your machine in times of good business without some ulterior motive, and most of them will say that they don't believe it is the same machine. All right, we will prove it to them. We will send them the machine if they ask for it, and we will not ask them to pay even a dollar down until they have seen the machine, are satisfied with it, and until they have convinced themselves that they want the machine. In other words, it is the customer who is buying the machine and not The Oliver Typewriter Company who is selling it.

Now, what has been the result? Just this: Since we put out that announcement on March 1 a year ago that we had changed the price, that we would send a machine for trial and inspection, we were flooded with orders from all classes of users, and many who had never owned typewriters before. Our factories were thousands of machines behind their orders. We found it necessary to build additional factories, and to increase our output over 300 per cent, and we are still thousands of machines behind our orders.

How many of these machines that have gone out have come back because for some reason or another the purchaser decided he did not want the machine; perhaps he found he could not pay for it; perhaps he wanted something a little different in some detail? You are inclined to believe the number of such magnitude that the transportation of such

returns would be a burden. But, stop for a moment to think what would be the result to a company such as ours if the returns were numerous. Neither we nor any other concern doing business on such close margins could possibly afford to continue it. As a matter of fact, the returns are so few that that feature of our business is absolutely insignificant.

These are times when a man who buys a machine that saves labor, by saving labor contributes to the potential wealth of the country, and saving labor, if it means anything, means saving waste, and that means helping win the war. We believe that every typewriter that we sell is a certain step in that direction, and because we believe it so strongly and because we know that industry, as it is carried on to-day, could not possibly be carried on without typewriters, we feel that we are performing a service which is as essential to the conduct of the business of our country as that of any other form of activity that can be named.

Therefore, I am constrained to say that I think your editorial must have been built without due investigation and thought as to its real significance and result of the action suggested, and it must, therefore, inevitably be injurious as far as its influence is effective.

I have written frankly, perhaps more so than I should, but it would be idle for me to write in any other way or to disguise my regret that your paper should have assumed this position and published its conclusions without considering that those who are most interested might be able to afford valuable and exact information.

THE OLIVER TYPEWRITER CO.,
H. K. GILBERT,
Assistant to the President.

It is interesting to note that the same mail that brought the letter from the Oliver people also brought one from E. M. Trimble Mfg. Co., of Rochester, N. Y., maker of the Kiddie-Koop. This latter concern expressed appreciation of the editorial. Mr. Trimble said that it presented the matter of the free trial to him in a new light and that as a result he would consider the advisability of changing the wording of his company's advertisements. That shows how one concern will accept a suggestion as a favor and another concern will accept it as an attack. It is all a difference in spirit.

The Oliver Typewriter Company seems to regard our editorial as a personal affront—as a thrust at its particular plan of doing business. Let us state very frankly that when the editorial was written we did not have the Oliver company in mind. We were referring to no particular organization, not even to any certain industry. PRINTERS' INK is not edited for one industry. Its viewpoint is broader than that of any one business. It is edited, primarily, for all manufacturers, in all lines, who are interested in marketing their products through advertising and in other modern ways and at the present time it is edited with the national necessities always very clearly in mind.

Always when we make recommendations they are based on facts and not on suppositions.

OLIVER COMPANY'S POSITION SUMMARIZED

The exceptions that the Oliver people take to the editorial may be classified as follows:

First: There is waste in all forms of selling. There is less waste in the free trial than in many other methods of selling.

Second: Few people order goods out of curiosity. A certain percentage of goods are returned regardless of the way they are sold.

Third: We are asked to state upon "what knowledge or experience" we are justified in advising those who use the free trial to get a payment in advance.

Fourth: The success of the Oliver company's present method of selling is cited as an example of the value of the free trial.

Now let us take up these objections one at a time. That there is waste in all forms of selling is

generally acknowledged. This will probably always be true. At least there will always be room for improvement. That this is so, is PRINTERS' INK's reason for existence. Our mission is to record advertising and sales progress. In every issue of the publication are several articles telling how certain specific companies have shortened the route to their market, or how they have eliminated waste from their business, or how they have in some way increased the efficiency of their selling machinery. The ideas contained in these articles permeate through the various industries, thus setting in motion other ideas and finally resulting in a certain measure of improvement all along the line. Those who are able to apply the ideas to their business, accept them. Those who are not able to apply them, pass them up and look for others that they can apply.

No idea is applicable to every business. Supposing all business men should pooh-pooh every suggestion that they receive and state that it is advanced by one who has "little knowledge of the facts" and without "reflection as to what real conditions are," all progress would stop right there. This applies very directly to the Oliver Typewriter Company. If the suggestion about modifying the free trial plan is impracticable as far as its business is concerned, very well. No harm has been done. But what right has it to condemn the suggestion as a whole? Perhaps some other business about which the typewriter company knows nothing may find that suggestion very helpful. Even if one single concern, perhaps an incubator manufacturer down in Tennessee, gets an idea from that editorial, it fully justifies itself. If PRINTERS' INK were to publish only material that the Oliver Typewriter Company, or any other single business, could use or would approve of, we certainly would have to cut down the size of our issues. We have to keep the thousands of our subscribers in mind.

The second objection to the editorial is a fair one. Unfortunately goods are returned regardless of the method used to sell them. Before the war the returned goods evil and the cancellation of orders had become one of the mercantile world's biggest problems. PRINTERS' INK has dealt with this subject numerous times. Many plans for curbing the abuse have been outlined. Since we entered the war, however, the evil has been greatly lessened. This is especially true in the retail field. Merchants, by making definite restrictions as to the terms under which goods can be returned and by sticking to their agreements, have accomplished wonders.

The free trial plan is but one of many plans of selling. It is admitted that there have been abuses in all plans that have unnecessarily increased the percentage of returned merchandise. However, by restricting in various ways the scope of their methods of selling, the users of these different plans have been able to check the abuses and to decrease the amount of returns. If it has been possible for retail stores, for instance, to cut down the amount of returns, it certainly should be possible for at least some of the users of the free trial to decrease the percentage of their returns. There is nothing unreasonable about that suggestion. To object to it is equivalent to saying that improvement is never possible and that is an untenable position to take.

RETURNS FROM FREE-TRIAL OFFER

The percentage of returns in the business of those who operate under the free trial plan varies widely. It ranges from almost nothing up to twenty-five per cent. Of course it would be very hard for a firm with the latter figure to last, although some have struggled along for a time with such a burden. Frederick K. Babson, of Babson Brothers, Chicago, tells us that the returns in his business run from 1½ per cent to 15 per cent.

"The instances where the returns have been as high as 15 per cent," he says, "have usually been

(*Continued on page 93*)

"Ninety per cent of wisdom consists of being wise in time."

—THEODORE ROOSEVELT

"Certainly it has been proved to the nation that **regardless of its strength and wealth** it was unable to organize itself for war rapidly enough after Congress had declared war.

We may concede that the administration and Congress did everything within human power and wisdom and planned and worked just as rapidly as if enemy vessels were carrying troops to the American coast. We believe that the government has done everything which possibly could be done.

Advantage has been taken of the best counsel to be found in the nation. The government has kept in mind a conception of war on its largest scale. Plans have indicated a comprehension of the magnitude of the work. If the event outdoes the preparation it will be because vision and imagination could not take it in.

We made declaration of war a preliminary to preparedness for war, and a nation once taught how little its own peaceful intent may govern its necessities and how powerless it is to make war if it is not prepared for it should not ask for another lesson.

The United States has learned that its intent will not keep it out of war and that its determination and willingness will not make it fit for war if it has given **no thought to its defenses** until it has reached **the need of them.**

Without imposing heavy taxes on the people, without inflaming them with military ideas, and without depriving selected citizens unreasonably of their time, the nation can avoid ever again exposing itself to unnecessary danger if it will **develop a reasonable opinion** on the subject of national defense and make it effective in the next Congress."
—Extracts from an editorial in the Chicago Tribune, Oct. 9, 1917.

The manufacturer who puts off advertising until the need for business is acutely felt, is in a good deal the same fix as the nation that puts off military preparation until war is declared.

Some advertising is profitable only for the immediate results it may produce. But generally speaking, ninety per cent of the value of advertising is educational value, cumulative value, the value of building up a favorable opinion *in advance* among possible buyers.

The concerns that reap the big profits from advertising are those that use constructive, creative, efficient advertising, *continuously.*

The value of such a policy is especially great in fields of business allied to engineering where standard practice, custom and precedent are particularly powerful.

McGraw-Hill Publications

Serve a Buying Power Aggregating Billions of Dollars Annually

Power ***Coal Age*** ***The Contractor***
Electrical World ***American Machinist*** ***Engineering News-Record***
Electric Railway Journal ***Electrical Merchandising***
Engineering and Mining Journal ***Metallurgical and Chemical Engineering***

Members of Audit Bureau of Circulations





Crucified!

A Lieutenant Colonel of the Expeditionary Corps of France writes:

"The Germans have just crucified a Canadian soldier whom they had made prisoner."—(*English Official Report*).

Save Civilization, Save America, Your Own Family and Your Own Home

Buy Liberty Bonds

This space contributed by the Ethridge Association of Artists

Advertised Baking Powders Control the Farm Market





The Big 4—Royal, Rumford, Calumet and K. C. materially strengthened their hold in the farm field during the last three years.

In May, 1915, The Big 4 controlled 53 per cent of the farm purchases of baking powder and today these same companies control 63 per cent.

All but one of these four manufacturers advertised directly to farm women during this three-year period.

All but one gained in sales.

No baking powder manufacturer controls any part of the remaining 37 per cent—a larger percentage than any one of The Big 4 now controls.

It's a prize well worth winning; for farm women use more than twice as much baking powder as any other class of women reached through advertising.

All manufacturers of baking powders and other food products will be interested in this investigation compiled from reports from more than 10,000 farm homes.

Over one hundred other products or subjects are covered completely in this investigation.

A postal card to the nearest office will put the information in your hands.

THE FARMER'S WIFE

WEBB PUBLISHING COMPANY
ST. PAUL, MINN.

Western Representatives
Standard Farm Papers, Inc.
1341 Conway Building
Chicago, Illinois

KNOWN VALUE STANDARD FARM PAPERS

Eastern Representatives
Wallace C. Richardson, Inc.
381 Fourth Avenue
New York City

Member Audit Bureau of Circulations.

Advertised Specialty "Kidnaps" the Whole Organization

Goldman Costume Company Advertised Betty Wales Dresses, Though "It Couldn't Be Done"; and See What Happened!

By Douglas Emery

AN interesting piece of news was recently made public in the New York ready-to-wear trade, when the Goldman Costume Company announced that it was about to "scrap" the million-dollar business it is doing in unbranded dresses, and centre all its efforts on the nationally advertised "Betty Wales" line.

For an organization voluntarily to throw overboard a million dollar branch of its business, while it is still in a flourishing condition, does not happen every day! Yet no one who looks into the matter closely can doubt that the Goldman Costume Company knows exactly what it is doing. The business in Betty Wales Dresses is growing so fast that it could only be a question of time—and perhaps of a comparatively short time—until it would be the greatest element in the business. Why not, therefore, clear the decks for it in advance, and by concentrating sales and manufacturing energy upon it, help it to grow all the faster?

You could hardly ask for a better or more complete demonstration of the amazing power of advertising skilfully used than is found in the sales history of the Betty Wales line of dresses. Brought into being only about three years ago, as a little novel sideline for the twenty-year-old Goldman business, it promptly began to grow until it whizzed past the perambulator stage and became a full grown business all by itself. It is a triumphant vindication of the thesis which PRINTERS' INK has long maintained, that there is no real reason why national advertising should not be effective in the ready-to-wear trade—despite the indifference toward it of 90 per cent of the manufacturers in the business.

There is an even bigger and more vital significance in the decision of the Goldman Costume Company to manufacture only its advertised line in the future—namely, the elimination of waste which is found to lie in such manufacturing as compared with the making of unbranded goods. For three years' experience has proved that through advertising it is possible for the manufacturer to operate on a more economical basis, make a better profit, and at the same time give the customer a better dress for less money! In short, it has been discovered that a supposedly unstandardizable business *can* be standardized, through advertising, and at a great ensuing profit to the manufacturer who is bold enough to take the step.

UNBRANDED DESIGNS WERE NUMEROUS

"In the unbranded, unadvertised 'Goldman Costume Line of Dresses,' we had more than 1,500 designs last year," said H. H. Creske, advertising manager.

"In the Betty Wales line we had some seventy-five models. Even a big store rarely buys more than one or two of each style in the unadvertised line—its customers don't want to meet duplicates of themselves on every corner. And no buyer, of course, bought all 1,500 or anything like that.

"But with the seventy-five models in the Betty Wales line, conditions are at once altered. In the first place, a store has to make a reasonably big purchase in order to secure, and to maintain, the exclusive Betty Wales agency in its city. And the dresses being popular-priced, and in simple, dignified lines, the objection from the wearer to duplication is largely eliminated.

"Therefore, instead of cumbrous, expensive and slow methods in making our product, we can substitute standardization, quantity purchase of materials, quantity output. Our sales efforts are more efficient because they are centralized. There is a great economy in material achieved through manufacturing a few simple styles, instead of many elaborate ones; and the final result is better profits for us and for the retailer, and better value for her money to the woman who buys a dress."

Which is certainly in line with the spirit of the times, as expressed officially in Washington and unofficially by business men everywhere!

The reorganization of sales plans for the Goldman Costume Company was announced recently with full-page business paper copy.

"Sounding Taps for the Goldman Costume Line of Dresses" was the headline, and the copy read, in part, as follows:

"A business is about to be sacrificed for an institution.

"Eighteen years ago the business was founded. Step by step it has progressed to maturity. It has grown and it has prospered. It has achieved, among its associates and patrons, an honored name. But its scope is limited, fundamentally. It can never be more than a business.

"A little more than two years ago the institution came into being, an ambitious offshoot of the business. It had vision—and a purpose. It believed its product, nationally advertised, could be successfully sold, named and labeled, to women in every part of the world.

"Aspiring to heights but only dreamed of by the business, it has succeeded in its purpose even beyond its expectations. Its place as an institution is assured.

"To-day, in the height of its vigor and prosperity, the business must step aside to make room for the growth of the greater potentialities of the institution.

"All its experience, all its brains, all its powers, all its capital are needed to keep the institution worthy of the name it has achieved. The line of dresses made and sold under the Goldman Costume name constitutes the business.



THE PERSONALITY OF BETTY WALES IS BROUGHT OUT IN THE NATIONAL COPY

"The institution is Betty Wales."

Readers of PRINTERS' INK are already familiar, through an article in the issue of February 1, 1917, with the way in which the name Betty Wales was selected. It is the name of the heroine of a series of eight books by Margaret Warde, which tell of Betty's adventures in college and afterward, and which have sold among girls to the tune of some 200,000 copies.

The personality of Betty Wales is the keynote of the whole sales plan. A painting has been made of a charming, fresh-faced girl, and is used in much of the advertising as an identification. With every garment sold at retail goes a certificate which entitles the purchaser to get one of the Betty Wales stories free of charge, by applying to the Goldman company, and sending in at the same time the names and addresses of five of her friends (to each of whom goes a letter and a copy of the current style book). Betty Wales even signs letters to the retailer's salespeople and some of the advertising material which is prepared for the retailer to send to prospective customers. The current magazine advertising is signed "Betty Wales Dressmakers," though some previous copy has carried also the line, "In conjunction with the Goldman Costume Company."

"There has always been one supposedly insurmountable objection to national advertising of women's garments," remarked Mr. Creske. "That is the fact that styles change so rapidly you do not dare to illustrate specific garments in advertising which is often in process of preparation for three months. By the time the magazine appears, your pictured model may be sadly *passé*.

"We have met that difficulty by simply resolving that we *would not permit* Betty Wales dresses to get out of style so rapidly as that. Our styles are conservative and

The
George L. Dyer Company
42 Broadway
New York

Newspaper, Magazine
and Street Car Advertising

Publicity and Merchandising Counsel

simple enough to be good for at least six months or perhaps longer. So we advertise them and *make* them stay in style."

This winter's campaign, for example, began last fall with full pages (some in color) in a group of women's magazines. These were followed up by half and quarter pages. Each month, one dress is illustrated and described in the copy, which is identical in all publications. The woman desiring to purchase is referred to the one store in her city which is "the exclusive agent in your city" for Betty Wales dresses. If there is no agent in the city, she is told to send the money direct to the company. A well-rated store in her city is then selected, and the dress is sent to her, care of that store, while a letter goes to the latter with a check for the difference between the retail and wholesale price of the dress. Naturally, this bit of friendliness, out of a clear sky, makes a mighty favorable impression on the retailer, who very often writes in and makes a request for the agency, buying the required minimum amount of goods.

WHY PRICES ARE ADVERTISED

During each season, several dresses are advertised nationally with the price mentioned. Here again, a long-standing tradition of the trade is rudely upset. The retailer of cloaks and suits objects strenuously to having the manufacturer advertise the retail price of goods into the selling value of which style enters so strongly. He wants to set a pretty good price at the beginning of the season, to allow for vigorous reductions if the styles change, or his stock is still large at the end of the season.

The Goldman Costume Company, however, has an effective argument with which to meet the retailers' protests. It points out, in the first place, that the prices are advertised on only three or four out of many models; and the merchant sets his own prices on the rest. (Do not misunderstand this statement as implying that the retailer seeks an exorbitant profit. It simply means that he is forced to figure selling expense on a basis of his own, and doesn't like to have the manufacturer try to determine it arbitrarily for him.) In the second place, the advertised price convinces the shopper that Betty Wales dresses really are moderate in price, and induces her to buy, though she may not necessarily purchase that advertised dress. In the third place, the advertised garment, on which the price is set high enough to give the retailer at least a liberal profit, is sure to sell in quantities heavy enough to make it an attractive item. Thus of the "Antigua" model, advertised in the magazines of last September, more than 4,000 dresses were sold in a very short time, and some dealers reported that they could have sold many more than they did if they had had them.

That this policy of featuring one model each month in the advertising is a wise one, would seem to be indicated by the progress which has been made since it was instituted. During the past winter season, the business in Betty Wales dresses increased by 65 per cent; and in the same length of time, the number of retail exclusive agencies has been increased by one-third. This spring the business has been double that of the preceding fall. More than 700 stores are now selling Betty Wales dresses.

That always difficult problem of persuading the retailer to use your dealer-helps is said to be unusually hard to solve when the retailer in question is in the cloak and suit trade, in which unbranded merchandise is the rule rather than the exception, and it is the object of the store to keep its own personality dominant in the minds of its customers. For that reason, an account of the successful plans by which the Goldman company has secured the co-operation of its dealers should be of more than usual interest.

"We find that the best way for us to get our dealers enthusiastic



Drawn by John Conacher in Judge.

American mule-drivers in France have been prohibited by a recent Army Order from the use of profane language to their mules—(*News Item*)

PRIVATE KELLY (*soulfully*)—"MOMMER'S—PET! WAIT till I get you back in God's country again!"

Editions of **180,000** are now required to meet the reader interest in Judge, truly "the happy medium."

Judge is preaching the gospel of cheerfulness in these war-worried days, and practising what it preaches, by giving its readers not only the humorous writings and sketches of its own contributors, but a special new eight-page section, the "Digest of the World's Humor," containing the choicest bits of humor from all over the world.

Judge

The Happy Medium

LUTHER D. FERNALD, ADVERTISING MANAGER
ROBERT J. DANBY, GENERAL REPRESENTATIVE

Be sure to re-mail your copy of Judge to the soldiers and sailors. The camp libraries appeal to us that the fighting men, seeking relief for war-strung nerves, never get anywhere near enough copies of Judge to go around, even though thousands of copies are being re-mailed to them each week.



Distinctive

Cloth-bound booklets compel attention because of their very appearance. They fairly hurdle the mass of commonplace paper-covered sales literature on the office boy's desk and get a hearing with the *boss*.

Your cloth-bound booklet or catalogue will be at your prospect's elbow long after your competitor's paper-covered booklet has been collected by the janitor.

Ask your printer or binder to show you samples of



Interlaken Book Cloth

The standard since 1883

Write today for our cloth-bound booklet, "Getting Your Booklet Across." It gives some interesting facts about the economy of cloth covers. Address Interlaken Mills, Providence, R. I.

about using our advertising matter, is for us to sell it to them at a nominal price, so that we and they share the expense of its production," Mr. Creske said. "By this method, we have succeeded in jumping the edition of our style book from 100,000 a year to 500,000 at present.

"A good 60 per cent of our dealers send us their mailing lists and have us mail the books out from New York for them. After having made calls in the stores of literally thousands of retailers in almost every State in the Union, I long ago learned the danger of sending a merchant a big stack of style books or catalogues in the expectation that he would mail them out. Unless he has a well-organized advertising department, nine times out of ten he will procrastinate until it is too late to send the books out. Then they lie around the store, and every time he sees them he will say to himself, 'What a waste! I won't get any more of those books.' And if he has paid two cents apiece for them, he will naturally feel an even keener regret. Therefore, we always try to persuade the retailer to send us in his list, and have the booklets mailed out by us. We assure him that the list will be kept confidential, and returned promptly to him."

BETTY WALES PROPOSITION

As a matter of fact, the business of selling to the retailer is "staged" in a most impressive and interesting manner. When the buyers come to New York they call on the company, and a special point is made of their meeting Mr. Creske.

To each buyer is then explained the Betty Wales selling plan, the advertising co-operation offered, the season's new advertising material and selling plans which can be used in connection with Betty Wales. How successful this work is, has already been indicated by the 400 per cent increase in the number of stylebooks used in the past year.

One of the novel elements which has helped the piquant personality of "Betty Wales" to flavor the whole campaign has been the "ploshkin." In one of Margaret Warde's stories is described the creation of a quaint little statuette of ploshkin, a "god of luck" somewhat on the "Billiken" order. A sculptor was called in by the Goldman company to create the corporeal ploshkin to fit the description. This was done, and now a picture of ploshkin appears on the label of every Betty Wales Dress. In much of the magazine advertising copy has appeared an offer to send a ploshkin statuette for twenty cents, and thousands of them are sold every year—each one, incidentally, marked on the base in good clear letters, "Betty Wales Ploshkin." Much larger reproductions, several feet tall, are used in stores to give a novel touch to the "Betty Wales" department.

Margaret Warde has written a ninth story, called "Betty Wales, Business Woman," which tells how her heroine, during a summer vacation, brought several of her friends with her to New York and learned the dressmaking business in the workrooms of "Mr. Mangold," later setting up in business herself with the "Betty Wales Dressmakers." This book is also advertised to be sold for twenty cents a copy; and it has been distributed in large quantities among the salespeople in the retail stores.

Once a year, on "Betty Wales' birthday," December 28, every retailer is invited to hold a Betty Wales birthday party; and for this a programme, souvenirs, prizes, etc., are all furnished by the company from New York. Last Christmas, Betty Wales gave every salesgirl in each of the stores (more than 600) which held the party, a copy of "Betty Wales, Business Woman," and a practical little book called "How to Fill Your Pocketbook," the cover of which imitated a leather pocketbook. The contents included a brief "selling talk" on the dresses, and an elaborate color

chart showing what colors may safely be worn by women of various types, the announcement of a prize contest for the best letters on "Why customers buy Betty Wales Dresses," and the notice of another contest for a slogan. Sam Lloyd, the puzzle wizard, worked out a series of Betty Wales puzzles to be solved at the birthday party. Prizes were also given to those who could mimic the genial idiocy of ploshkin's habitual expression, without being overcome by laughter.

Following the throwing overboard of the unbranded branch of the Goldman business, Betty Wales Dresses will naturally be pushed harder than ever. The advertising appropriation for next fall has been doubled, and the dealer helps and other literature will naturally be on a more elaborate and extensive scale than in the past.

Certainly, if ever a story demonstrated in an unanswerable manner the real economic function of advertising, it is this one of how the Betty Wales Dress department has grown until it has crowded out of existence the big business for which it was originally intended to be a modest adjunct. For through this campaign standardization has been brought into a field where "It can't be done" had for years been the motto; and with a standardization have come the much desired results; low prices to the consumer, better profits and more satisfactory business to both retailer and manufacturer, and economy of materials, time and labor. Is it not getting to be about time for manufacturers in other fields where "It can't be done" is the slogan to start doing a little thinking on their own account?

Cox's Gelatine Advertises New Uses

The makers of Cox's Gelatine are advertising that gelatine can be used for other purposes than for making desserts. Current copy in business papers recommends the gelatine to the consumer for use in the preparation of soups, salads and savories.

Snuff Out the "Gyp" Liberty Bond Brokers

THE IRON AGE
NEW YORK, April 8, 1918.

Editor of PRINTERS' INK:

I have just noticed the item appearing on page sixty of PRINTERS' INK current issue, clipping of which is attached and in which reference is made to the fact that some of the "slackers" that we have in this country are using the newspapers in advertising Liberty Bonds and that these particular men, if you really can call them *men*, are professional bond brokers who make it their business to carry on this work with the idea of getting something out of it.

Now it may be very true that some poor fellows who have done their best to buy Liberty Bonds are compelled through circumstances to sell them. They have a perfect right to do this, if they really need the money, but I think that the newspapers and any other paper for that matter should investigate such advertisements as may be offered to them in regard to the sale of Liberty Bonds, so as to put down once and forever these professional schemers that try to make money even to the detriment of their own country.

Such men are no more loyal than the fellow that simply won't buy Liberty Bonds and we ought to stamp out this work just as we are endeavoring to stamp out the propaganda of the German bunch.

It's up to every one of us to put our shoulders to the wheel and stamp out anything and everything that is against Americanism.

I certainly hope that you'll give all the publicity possible to these schemers and I'm certainly glad to see that you are working in this direction.

THE IRON AGE,
C. S. BAUR,
Advertising Manager.

U. S. Civil Service Commission's "Advertising"

Posters have been sent out very generally to newspaper publishers by John A. McIlhenny, president of the United States Civil Service Commission, announcing the need of the Government for stenographers and typewriters. A form letter accompanying the poster states:

"The Commission requests that you assist it in its effort by inserting in your publication free of charge a notice which shall include all or a suitable part of the information contained in the inclosed circular."

Mutual Film Appoints Advertising Manager

Colvin W. Brown has been appointed advertising manager of the Mutual Film Corporation, Chicago. For the past year he has been assistant to the director of publicity.

COLLEGE OF BUSINESS ADMINISTRATION
Boston University

Kidnapped!

Senator _____?

IS THERE any Senator in Washington you would like to kidnap for one hundred and sixty-eight hours? It's marvelous what can happen in that time.

The best masculine short story published this year is a story entitled "Kidnapped." Harold MacGrath wrote it. It will appear in the June issue of





PLACING YOUR POST

It will be to your advantage to place y with an organization

maintaining offices and Poster P and towns in twenty-three states the advertiser

having a personal representative any point in the country

having the largest staff of recogn by the facilities and equipmen utmost efficiency out of this med

Before placing your next Poster A

CHICAGO Thos. Cusack

Largest Advertising Com



POSTER ADVERTISING

place your poster advertising campaign

Poster Plants in over 400 large cities
ee states acting as service stations to

entative within a few hours' ride of

f recognized Poster Experts backed
uipment to enable you to get the
his medium

ster Advertising Campaign — *write us.*

isack Company NEW YORK

rtising Company in the World



Better than a Private Dandy

AN INDIVIDUAL water-mark may mean much or little because your private dandy may pass from mill to mill and leave its impression on paper of any grade. The public knows this. But the public also knows and recognizes that there is one high quality standard and one only indicated by the water-mark

Worthmore Bond

That standard is fixed. It does not vary. It signifies much to the class of people whose good-will counts. The printer who recommends Worthmore Bond has the interests of his customer in view as well as his own. He feels assured of "repeat orders" and these come only from satisfied customers.

THE WHITAKER PAPER COMPANY

CINCINNATI, OHIO

Detroit Atlanta Birmingham Richmond, Va.

BAY STATE DIVISION—Boston
SMITH, DIXON DIVISION—Baltimore

New York Office—501 Fifth Ave.
Chicago Office—Continental & Commercial Bank Building.

Germany's Far-Reaching "Economic Penetration" of the United States

Evidence Increasing That German Government Is the Backer of Hitherto Unsuspected Businesses—Enterprises Range from Woolens to Lumber

Special Washington Correspondence

DANGLING tantalizingly before American advertisers is an opportunity to learn German trade secrets such as has never been presented heretofore and will probably never be presented again. This opportunity arises from the operation of that portion of the Trading With the Enemy Act which empowers the Alien Property Custodian to take over and operate German manufacturing plants in this country. The opportunity has been enlarged by the recent supplementary legislation in Congress which empowers the Alien Property Custodian to sell to American business interests all those German enterprises in the United States which it is deemed undesirable to be in Teuton hands after the war, thus affording means for a quick rehabilitation of German commercial prestige.

A. Mitchell Palmer, Alien Property Custodian, gave a hint of the extent of this German participation in American trade "from the inside" when in telling a committee of the U. S. Senate of the German holdings of which he has already taken possession, he recently remarked: "I am to-day operating factories and mills and industries all over the United States. I am making chocolate in Connecticut, rails in Pennsylvania, woolens and worsteds in New Jersey, dyes and chemicals in New York, lumber in Florida, raising sugar in Porto Rico and Hawaii, raising tobacco in many States in the South, making beer in Chicago, lead pencils in New Jersey, etc., etc."

The statement must be a revelation to those business men who have supposed, in a vague sort of way, that absolute German control of American industrial institutions—institutions doing a domestic rather than an export business—was probably confined to a few plants in the drugs, chemicals and dyestuffs trades.

Business men in the United States who have underestimated the strength of Germany's grip on American industry have nothing to reproach themselves for on the score of this ignorance because not even the national government had any suspicion, until it went deeply into the subject, of the hold that has been secured by the shrewd investment of German capital in this country. Custodian Palmer aptly remarked the other day: "Since we have become acquainted with the enemy property in this country we have seen how the German Empire, through its financial operations, has put an industrial and commercial chain all the way across this country and through our insular possessions. It is not a case of private subjects of Germany owning property over here; it is the German Empire's commercial grasp upon this continent. There are large industrial concerns in this country in which the great financial powers of Germany are large owners. We have not yet gotten to the bottom of the subject but we run into things that make us think that the German government has an interest in the various industries here that have been under German control."

SECRET DETAILS THAT MAY BE UNCOVERED

This brings us squarely to the sort of trade secrets, the super-secrets they might almost be termed, that the Alien Property Custodian will ultimately be in a position, doubtless, to disclose to American advertisers. The Custodian and his aids are not saying

very much, publicly, on the subject as yet, because they are not sure of their ground; but it is known that the newly-created branch of the Government under Mr. Palmer's direction has pretty conclusive evidence that German governmental aid for Teuton salesmanship has played a part in the marketing in America of the products of German-owned plants located on this side of the Atlantic.

When the full significance of this disclosure sinks in, there is bound to be clamor on the part of business America that Uncle Sam uncover all the details. Practical men engaged in international trade have long realized that the German government was backing up its commercial missionaries—say, its business colonizers in Latin America—in a manner and to an extent not approached by any other government. However, the American export contingent was never able to inspire much alarm on this score with the American public or the U. S. Congress. This was partly because, no doubt, it was never possible to find out just how Germany was working her insidious subsidy schemes.

AMERICA CAUGHT UNAWARES

The average American manufacturer whose business has been wholly or principally in the domestic market has assumed an I-should-worry attitude because the Teuton "frightfulness" in the foreign field seemed a far menace and he never dreamed that the same sort of German tactics was in reality being used here at home. Even yet the average American business man is slow to realize the extent of German industrial domination here, although almost any morning he can pick up his newspaper and read an announcement such as that to the effect that the Alien Property Custodian in reorganizing the Bronze Powder Works Company of Elizabeth, N. J., makers of bronze powders, has discovered that 99 per cent of the capital stock is enemy owned.

The Washington correspondent of PRINTERS' INK recently inquired about the probability of disclosing to American manufacturers the trade secrets—more especially the secrets of the German government's aid to industry—which have come into the possession of the officials who are administering the Trading With the Enemy Act. The reply of the Alien Property Custodian was to the effect that he has not determined upon any policy in this respect. Some illuminating facts will doubtless be forthcoming in the regular course of operations, just as the Custodian has already given Congress information with respect to his negotiations with the Hamburg-American Line that throws a side-light on typical German business methods and indicates the intimate relations between the German government and the Hamburg-American crew. It is intimated, however, that the Alien Property officer might await specific authority from Congress before making public all that is known of German trade strategy.

The unearthing process is slow and time must elapse before many of the chapters of the story are complete. One of the officials remarked to the Washington correspondent of PRINTERS' INK: "The Germans have assuredly done a neat job in covering their tracks in this country." In their efforts to balk the inquisitive, the Germans have clung as tenaciously to one commercial and industrial ruse as they have persisted in the use of the "pincher" plan in their military operations. Hiding of identity behind the individual is the favorite formula. U. S. investigators, who suspected German governmental participation in an extensive enterprise in this country, secured after some difficulty a complete list of the stockholders of the company, but they found on that list only the names of individuals and no one individual was accredited with the ownership of a sufficient number of shares to turn suspicion in his direction. So it has been in the scrutiny of the books of German-

controlled industrial and commercial enterprises that have been "reorganized" by the Alien Property Custodian. There may have been clues to payments from Germany that might cause speculation but these payments have invariably been from an individual to an individual and it may be only by the long process of putting two and two together that Americans will derive a satisfying answer to the question, "How do they do it?"

It is, perhaps, a testimonial to German confidence in their blind trails, that the agents and investigators from the office of the Alien Property Custodian have nowhere encountered the slightest opposition to their entry into the active management of German-owned industrial enterprises. On the face of things, the German management of such plants is usually ready to enter heartily into co-operation with the U. S. governmental appointees and is apparently as frank in throwing open the books as though there were no such things as trade secrets. "It seems almost too good to be true," remarked one of the Property Custodian's aids in discussing this attitude, "but at the outset we cannot go behind the smiles with which they turn over management to us."

Just at this juncture when so much thought is being directed to the establishment of American banks or branch banks, especially in Central and South America, as a means of backing up the American trade advance it is perhaps a cause for especial congratulation that the investigations by the Alien Property Custodian promise to disclose in greater detail than has ever heretofore been available the manner in which the Deutsche Bank has financed German commercial and industrial enterprises in the United States. The mere circumstance that Custodian Palmer declares that the German manufactories here which have been promoted by the Deutsche Bank "are the kind we ought to Americanize" may be taken as pretty conclusive evidence that the support that Germany has been able to give through this channel is of a kind that must have been unfair and detrimental to bona-fide American manufacturers.

"Smokes" Are Cheap Over There

THE following is an official statement of prices charged to soldiers for well known smoking articles in the U. S. Army canteens in France. The list is taken from the *United States Tobacco Journal.* It will be of special interest to those who read of the "conscription" of "Bull" Durham and Duke's Mixture in last week's issue of PRINTERS' INK.

Cigarettes:
Black Cat, 15 1-5 cents; Camels, 9½ cents; Fatimas, 14¼ cents; Laurens surfine petit, cork-tipped, 23¾ and 14¼ cents; Laurens Khedive (15), 19 cents; Lucky Strike, 9½ cents.
Marshall, 19 cents; Classic, 7 3-5 cents; Ariston Gold Tip, 35 cents; Nab-ka, 28 cents; After Lunch, 9½ cents; Ariston de Luxe, 42.7 cents; Ariston No. 10, 42.7 cents; Pall Mall special, 28½ and 14¼ cents; Piedmont, 4¾ cents; Sweet Caporal, 4¾ cents; Three Castle, 17.1 cents; Woodbine, 4¾ cents; Xanthia Tenis, 9½ cents; Mecca, 4¾ cents.
Cigarette paper. — Rix-la-Croix, 1.9 cents; Papier Said, 0.9 cents; Cigarette case, 11 3-5 cents.
Cigars:
Londres, 9½ cents; Reinas, 9½ cents; American Eagle, 9½ cents.
Pipes:
Maurice, 42¾ cents; Bon Marche, 19 cents.
Tobacco:
Smoking.—Bull Durham, 4¾ cents; Tuxedo, 1-ounce bags, 4¾ cents; Tuxedo, 1-ounce tins, 9½ cents.
Pouches.—No. 1, 33¼ cents; No. 2, 19 cents.
Chewing.—Star, 10 cm. cut, 9½ cents; Horse Shoe, 10cm. cut, 9½ cents; Battle Ax, 4¾ cents; Piper Heidsieck, 28½ cents.

Simler an Officer of Kobbe Agency

W. E. Simler has been elected a vice-president and director of the Philip Kobbé Company, Inc., New York.
Previous to his connection with the Kobbé company, Mr. Simler was with the *Dry Goods Economist*, New York, and prior to that was advertising manager of Smith, Hogg & Company, of the same city.

House Publications to Combat German Propaganda

Shipyards in Portland, Ore., Issue Periodicals to Show Workmen Fallacies of the Preachings of the I. W. W.s, Pacifists, un-American Socialists and Their Ilk

AMONG the toilers in the shipyards located in and around Portland, Ore., there has been a big opportunity for German propagandists to get in their work. If the programme of "ships, more ships and still more ships!" could be upset, all the I. W. W.s, pacifists and out-and-out alien enemies would be exceeding glad. Hence it was that their insidious efforts were directed at the shipyards. The situation became so serious that an energetic counter-attack had to be made by the shipbuilders in order to get out their quota of ships.

One way to counteract the propaganda has been found in the issuance of workingmen's publications—house-organs, they may be called—to sell the men on shipbuilding and stir within them a feeling of patriotism that will lead them to do with their might their work in winning the war.

In the March 21 issue of PRINTERS' INK was described the "Emergency Fleet News," the house-organ of the Shipping Board at Washington. The task of the publications issued for the Portland shipyard workers is somewhat parallel to that of the "Emergency Fleet News," but it is more intensive in aim, perhaps, for the prime purpose of the Portland house-organs is to combat unfavorable propaganda.

The first publication to get into the field was "Heave Together," issued by the Northwest Steel Company's employees. On the front cover page is this statement: "Published twice a month by the employees of the Northwest Steel Company in the interests of better work and better co-operation."

The issues breathe co-operation and intense patriotism. On the front cover of the March 15th issue is this quotation from Robert Burns, "Liberty's in every blow! Let us do or die!"

Among the pertinent articles in that issue are explanations and reasons why shipbuilders should get in early on the Third Liberty Loan. The "Workmen's Compensation" plan, covering injuries, etc., is lucidly explained. Pithy paragraphs about the importance of co-operation and speed and good work fill the issue. The baseball schedule between the various teams of the shipyard league is given considerable prominence.

Another issue has on its front cover a cartoon, portraying a big steel ship in the form of a coffin. It lies on the ways, with workmen putting in big rivets. In bold letters it bears this sign: "For William Hohenzollern." Such a cartoon is bound to strike home to the most uneducated workman and help him to stand up against secretly spread propaganda.

"Do Your Bit" is the name of the publication of the Foundation Company, also issued twice a month. In a recent issue there was reproduced one of Darling's cartoons from the New York *Tribune*, showing a giant shipbuilder supporting a big bridge over which troops are marching. Under the cartoon is the legend, "The Bridge to France."

A prominent part of "Do Your Bit" consists of a series of ten articles by Professor Adams of Stanford University on "Why We Are at War with Germany," and it hits home because it is written in plain, simple language.

The two publications have now been issued for several months. Every employee gets a copy regularly. The men responsible for their publication believe they have served their purpose in speeding up production and silencing the enemy within our gates.

Briscoe's New Canadian Agent

The account of the Briscoe Motors in Canada has been placed with the Advertising Service Company, Toronto.

IF you were to ask most any intelligent Philadelphian how to make your advertising do you the most good in Philadelphia, the reply undoubtedly would be:

"Put it in

The Bulletin"

The name of The Bulletin is a household word in Philadelphia, and its circulation reaches far beyond the highest point ever attained by a daily newspaper in the State of Pennsylvania.

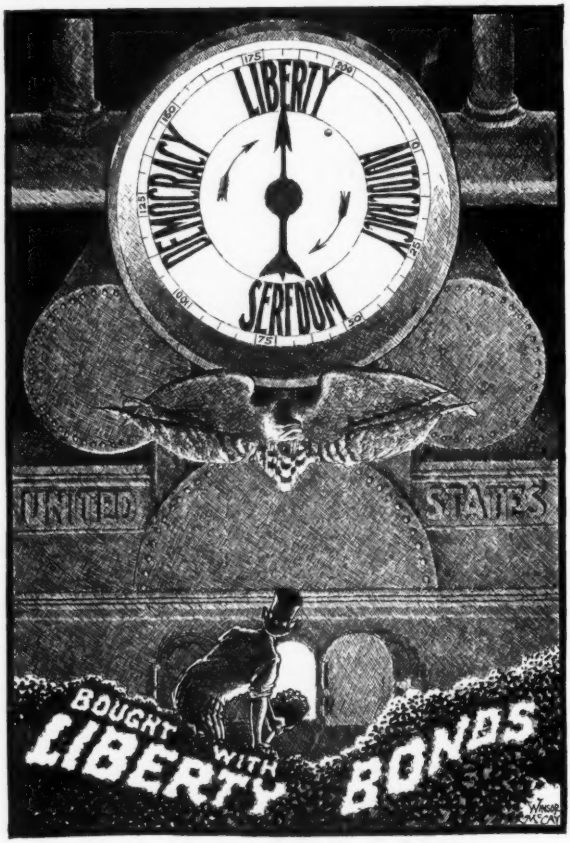
Net paid daily average circulation for March:

409,679 copies a day

New York Office.....Dan A. Carroll, Tribune Building
Chicago Office.....J. E. Verree, Steger Building
Detroit Office.....C. L. Weaver, Free Press Building



From



Keep Up the Pressure

Winsor McCay's Cartoon Reprinted from The New York American Editorial Page of April 11, 1918.

the Most Talked of Editorial Page in America

It will be a tremendous inspiration to our own country to oversubscribe this Third Loan.

It will indicate everywhere that the heart of the Republic and its purse are in this war.

It will indicate faith in the Government and faith in its great cause for liberty and humanity.

It will tell to every citizen that every citizen is back of the Government, and it will inspire every patriot with the elbow touch of comradeship that is filling our land with indestructible unity and purpose of victory.

It will carry a mighty meaning to Germany and the Central Empires if we oversubscribe this Liberty Loan. It will answer the doubts and skepticism of that people as to America's attitude in this vital struggle. It will tell Germany that the American people are not only ready to do all that our Government asks, but to do more than the Government asks. It will say in actions that thunder purpose that America is not only not staggered by the size of the loans that have gone before, but that America has just begun to give as America has just begun to fight.

Reprinted from The New York American Editorial Page of Friday, April 12th.

The South Has Well-Distributed Buying Capacity

EXPERIENCED advertisers know that their best results are obtained from sections where the capacity to buy is generally distributed among all classes of people.

Even if the advertiser's line of goods is most in demand from people in some particular class, their tendency to buy is greater when the purchasing power of other classes also is extensive.

At this time, the buying capacity of the South is particularly well-distributed—more thoroughly so than in any other section of the country. People of all classes and in almost every community are prosperous.

The things which are making the South such a fertile field for the advertisers of any goods which add to the comfort, health, pleasure and welfare of the people are things which benefit the whole Southland.

Every Section and Every Class—Busy, Prosperous, Purchasing Freely

For instance, shipbuilding activities, while primarily confined to Atlantic and Gulf Coast ports, not only are keeping busy at these points hundreds of thousands of highly paid laborers, but are furnishing remunerative employment to many more hundreds of thousands in the lumber camps and sawmills of the South as well as yet other hundreds of thousands on the railroad and steamboat lines.

The Government's twenty-one army camps and cantonments in the South necessitate the expenditure of millions upon millions of dollars.

Similarly, the tremendous production of the South in foodstuffs and other farm crops—this year to be materially heavier than even last season's stupendous volume—benefits the entire population of this part of the country almost as much as it profits the farmers. In turn, the country people participate in the prosperity due to the industrial and financial activities of the towns.

This wonderfully well-distributed and splendidly-developed buying capacity of the South may be economically reached only through the essentially Southern periodicals. No advertising will properly cover the Southland unless it is carried in the dailies which comprise the Southern Newspaper Publishers' Association. Many campaigns can be most efficiently prosecuted in this territory if confined to these papers.

ALABAMA
Birmingham Age-Herald
Birmingham Ledger
Birmingham News
Gadsden Journal
Mobile Register
Montgomery Advertiser
Montgomery Journal

ARKANSAS
Little Rock Arkansas Democrat

FLORIDA
Jacksonville Times-Union
Miami Herald
Miami Metropolis
Palm Beach Daily Post
St. Augustine Record
St. Petersburg Independent
Tampa Times

GEORGIA
Albany Herald
Athens Banner
Atlanta Constitution
Atlanta Georgian and Sunday American

GEORGIA (cont.)
Atlanta Journal
Augusta Herald
Macon News
Macon Telegraph
Savannah Morning News

KENTUCKY
Lexington Herald
Lexington Leader
Louisville Courier-Journal and Louisville Times

LOUISIANA
New Orleans Item

NORTH CAROLINA
Asheville Citizen
Asheville Times
Charlotte News
Charlotte Observer
Concord Tribune
Greensboro News
Raleigh Times
Rocky Mount Telegram
Wilmington Dispatch
Wilmington Star
Winston-Salem Journal

SOUTH CAROLINA
Anderson Daily Mail
Charleston American
Columbia State
Greenville News
Spartanburg Herald
Spartanburg Journal

TENNESSEE
Chattanooga News
Chattanooga Times
Knoxville Journal & Tribune
Knoxville Sentinel
Memphis Commercial-Appeal
Nashville Banner
Nashville Tennessean and American

TEXAS
Beaumont Enterprise
Beaumont Journal
Ft. Worth Star Telegram
Galveston News
Houston Post

VIRGINIA
Lynchburg News
Petersburg Daily Progress

(This advertisement written by The Thomas Advertising Service, Jacksonville, Fla.)

How Speakers for Loan Are Coached

Over 2000 Are at Work in Second Federal District—How They Were Secured and Trained—Fifteen Hundred Meetings Held the First Week.

By Frank Leroy Blanchard

SIMULTANEOUSLY with the launching of the advertising campaign of the Third Liberty Loan—the largest advertising campaign ever inaugurated for any purpose—a pretentious speaking campaign was started in the Second Federal District, which comprises New York, and parts of Connecticut and New Jersey. The campaign of loan speakers is under the direct supervision of Joseph Hartigan, of the Publicity Committee. During the four weeks of the drive 2,200 men and women will deliver addresses in theatres, churches, halls, and at open-air meetings in promotion of the loan. On the first day of the campaign, April 6, 350 speakers were assigned to address audiences in different parts of the district.

To find all these public speakers and line them up for the work ahead was no easy matter. The first step taken was to make a survey of the district in order to find out how many would be needed to cover it as intensively as would be necessary. Then the chairmen of the various town committees that have been organized were invited to send to headquarters in New York the names of such persons as were qualified to speak in behalf of the Liberty Loan and would volunteer their services.

In New York City, where the greatest number would be employed, the committee was not content to confine its selection alone to those who offered their aid. It wanted to secure the cooperation of men prominent in the world of business and finance who, in many instances, were not accustomed to make public addresses. A list of such men was prepared and prominent members of the committee personally called upon them to secure their consent to serve. Those who tried to beg off because of inexperience in talking to audiences were told that they would be given adequate instruction before being asked to appear on the platform. This argument and the appeal made to their patriotism proved irresistible and in the end 250 of them consented.

MAKING ACCOMPLISHED SPEAKERS BY WHOLESALE

A school of instruction, with twelve of the best teachers of elocution that could be secured, in charge, was opened. The sessions were at first held in the Chamber of Commerce assembly room and later at the City Bar Association. Classes were also opened in several of the country districts. On two evenings and on Sunday afternoon of each week the prospective spell-binders are put through a stiff oratorical drill. They are told how to stand before an audience, how to pitch their voices, when to make gestures. Attention is given to tone production and enunciation. They are taught what to say in reply to questions that may be asked by their hearers, and especially those proposed by Socialists or by people who are helping along German propaganda.

Every speaker who is to participate in the campaign is given a booklet entitled, "Hints for Speakers—Third Liberty Loan," prepared by Henry J. Carroll, of the lecture bureau of the New York Telephone Company. The opening sentences read as follows:

"As speakers for the Third Liberty Loan you are the super-salesmen of the campaign. You are to sell bonds to multitudes, while the ordinary salesman will only attempt to interest individuals. No salesman can be successful if he is

ignorant of the different points which might be brought forth regarding his commodity. In order to gain the knowledge requisite to get results you will have to read, study, think."

The suggestions given are intensely practical and those that experience has shown to be of the greatest help to all who address audiences upon any subject. In addition the department furnishes a handbook containing facts about the debt, wealth and income of the United States and other belligerents, and the costs of conducting the war, which may be used in presenting arguments in behalf of the loan. Excerpts from a number of speeches delivered by prominent men are also included.

Bulletins containing fresh matter of moment are issued three times a week. The material is designed to aid the orators in keeping their addresses right up to date. Speakers are urged to read carefully the articles and advertisements sent out by the publicity department which appear in the daily newspapers. Every advertisement furnishes a text for a talk.

The speakers most in demand are those in the uniform of the Army and Navy, the Red Cross and the Y. M. C. A. The people want to hear the stories of actual experiences they have to tell, and especially those relating to the battle front. There are only twenty-five of these at present, but the committee hopes to have more. Eleven hundred requests for speakers had been received before the campaign opened. Fifteen hundred meetings were scheduled for the first week. No speaker is assigned unless a guarantee of 1,000 people in attendance is furnished. Groups of prominent men, scheduled for given routes, like theatrical troupes, started out on the circuit last week.

It is believed that with such a large corps of speakers constantly at work, in addition to the unremitting advertising drive, the subscriptions to the Liberty Loan will mount to the highest figures known in any war loan yet raised.

Let's Assume Ad Readers Are Intelligent

MARSHALL FIELD & Co.
CHICAGO, April 13, 1918.

Editor of PRINTERS' INK:

I am moved to make a few remarks anent J. H. Newmark's recent views in PRINTERS' INK under the caption "Talking to the Million." He objects to the use in advertising of words such as "stamina," "analogy," "mediocre," etc. —words he believes unfamiliar to the readers on a weekly publication whose circulation exceeds a million.

I do not think the publication referred to could have amassed a circulation of this magnitude unless it had been popular in its literary quality. The readers of this weekly probably read it primarily for its literature, and not for its advertisements. If they can understand the text of the magazine, and enjoy it to the extent of building up a big circulation, why need the advertising—to reach the very same readers—be so elementary in its vocabulary?

Everybody reads a newspaper. The newspaper is a fairly good standard of average intelligence. Is newspaper English too exalted for the ad writer? Is there any reason why the advertising copy writer cannot talk to the reader as the reporters talk in the news columns to the same reader? What subtle change takes place in the literacy of the reader when he turns from the pure reading matter to the advertising?

The suggestions of Mr. Newmark sound retrogressive. No one defends an absurd use of obscure words, but the criticism belittles the intelligence of the public. That the public has intelligence is evidenced by rising standards in advertising copy. Right now some of the finest artists of the country are turning their pencils to illuminating the text of able writers. We have been getting away from the flabby and colorless speech of days gone by. Advertising copy has more and more tended toward real literature—has given the profession cause for pride that skilled writers have adopted the calling and are trying to make it as captivating as editorial literature.

There is a growing school of advertising writers and artists comparable to the school whose work is seen in the literature of to-day's magazines. It is one of the powerful forces lifting ad writing and illustration to the level of a high art.

Some day, possibly, advertising will show its shelf of classics.

H. L. REIWITCH.

Leicester K. Davis Makes New Connection

Leicester K. Davis, for some time director of typography, layouts, art work and engraving for The S. S. White Dental Mfg. Company's advertising department in Philadelphia, has joined the service staff of The Biddle Press of that city.

Advertising Plays Part of Mining Prospector

In California and Oregon, It Is Helping Find Some Badly Needed Chrome Ore Deposits for Uncle Sam

WHILE the United States Government has not yet adopted wholeheartedly the policy of using advertising, and paying for it out of its own pocket, it is gradually being ringed about with a series of advertising campaigns, mostly conducted on private initiative, and paid for from private sources, but smacking more and more strongly of official Government authority. Whether or not the completeness of this circle of advertising done for Uncle Sam by his patriotic nephews will eventually convince him that he ought to go into his own pocket for funds and do the work himself, remains an open and an interesting question. In the meantime there is double significance in every additional "war work" advertising campaign, as they are recorded from week to week in the pages of PRINTERS' INK.

The latest, and one of the most interesting of these campaigns, is one which began a few weeks ago in California and Oregon, to locate, if possible, the numerous small deposits of chrome ore which mining men believe are scattered throughout those States. Chrome, it should be explained, is a very valuable mineral element which is used in producing ferro-chrome, the material which gives high-grade steel tremendous hardness and tensile strength, without making it brittle. Such steel is of the utmost importance in making our war supplies. It is used, for instance, in airplane engines, in armor plate, in gun forgings, in motor trucks, marine engines, and a score of other things vitally necessary for the war.

In the past, chrome ore has been brought to the United States from South Africa, New Caledonia, and one or two other remote places. The chrome ore cannot be refined at the place of origin, but is worked down in the big electric furnaces in the United States, so that it is a very bulky material to transport. Ships have been constantly used in this trade, which are now vitally needed to ply between the United States and France.

A short time ago, therefore, the Government authorities asked the metallurgical men who are interested in chrome ore, to try to get their supplies of ore somewhere in the United States, so that the ships would be freed for carrying food and munitions to France.

The chrome ore men knew this would be difficult. The ore has never been developed commercially in the United States except in a small way. There was reason to believe that there might be small, widely-scattered deposits of chrome ore in California, Oregon, and one or two other States but how could enough of them be found for our big and growing needs?

ADVERTISING BRINGS HOME THE NEED

In this juncture, advertising was turned to as a last resort. Copy was quickly put together set up, and mats, or electros, of a 3 column 90 line ad were sent to 150 papers—many of them country weeklies—in California and Oregon, for immediate insertion. The papers chosen were those in counties where geologists believed there was some chance of finding the chrome ore, and the territory covered was approximately one-third of the total area of both States.

"Your Country Needs Chrome Ore," was the simple headline on the advertisement. "To Pacific

Coast Prospectors and Miners." Then followed a statement of the terms offered by the company which signed the ad, the California Chrome Company—$1.25 "per unit" for 38 per cent Chromic Oxide and upward. "Premiums will be paid," the copy promised, "for early delivery. Advances will be made on good prospects for development work. Settlements will be made on independent chemists' sampling and analysis on receipt of bills of lading and weight certificate. California Chrome Co. is the purchasing representative of the ferro-chrome manufacturer which supplies the entire requirements of all of the steel companies manufacturing armor plate, armor piercing projectiles, gun forgings, airplane motors, trucks and other war necessities for the United States Government.

"Much of the chrome ore used in this country has been imported in ships which must now be used to carry supplies to our fighters in France. Every ton of chrome ore the Pacific Coast can furnish will help to release ships for this service."

The same copy was telegraphed to eleven of the big dailies in the two States for insertion in much larger space in the Sunday editions which blanket even the remotest back-country of the Far West.

HOW PUBLISHERS HELPED

With the copy sent by mail went a letter to the editor which pointed out that this was probably "the first time in the history of man that any company has advertised for ore in the daily and weekly press." The main facts in the situation were recited, and the editor was urged to give all the help within his power to interested readers who might drop in at his office, in the friendly backwoods habit, for more information. He was told that the price offered was very high indeed, and that doubtless ranchers, farmers and business men of all sorts who owned mineral-bearing land would be interested in hunting for those very small but very precious chrome ore pockets. And would the editor pass along the names of inquirers to the California Chrome Company?

The response to this advertising, it is said, has been immediate and surprisingly hearty. Several of the newspapers have reported numerous inquirers who have dropped in to talk the matter over, and already some ore deposits have been located, though at this writing the campaign has only just begun to take effect, so that it is hard to forecast the ultimate results with any accuracy. The United States Shipping Board has helped along the discovery of chrome ore, by conducting an investigation of its own; and the net result is, according to a recent Washington dispatch in *Automotive Industries*, New York, that there is enough chrome ore in sight for 1918 to meet all the requirements both for war and for industrial purposes. The vessels hauling chrome ore from New Caledonia have been ordered into other service.

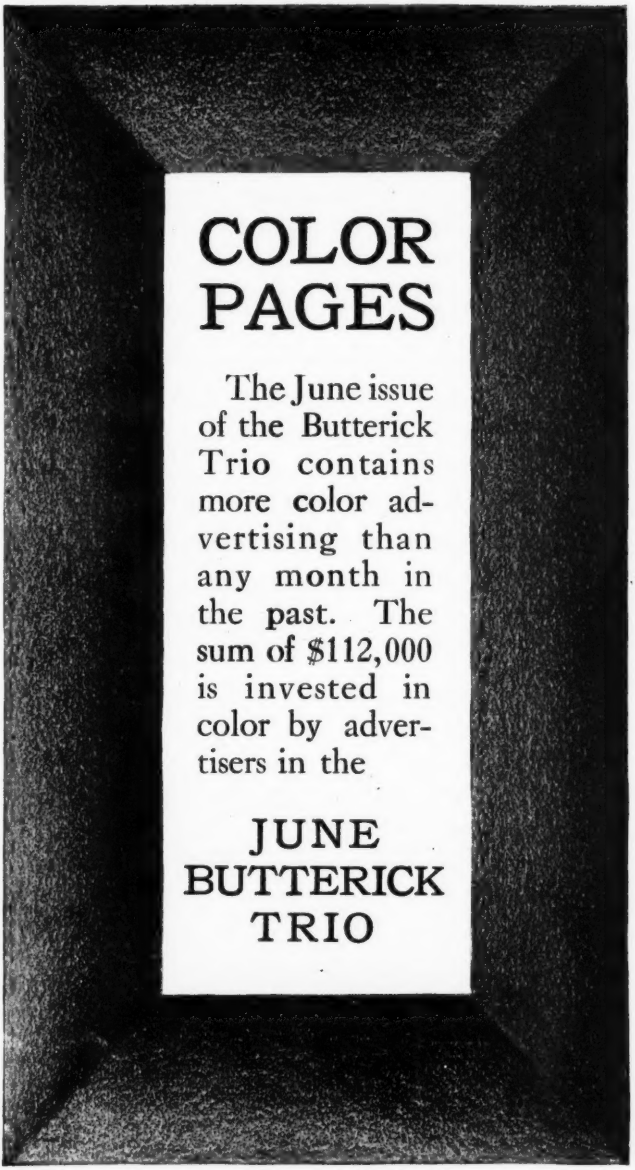
Those responsible for the chrome ore advertising are therefore well pleased with the outlook, and with the results achieved by their copy so far; and it is fair to presume, therefore, that the Government officials who are in charge of the situation are also pleased with this latest object-lesson for them in the usefulness of advertising as a factor in war work.

A. & P. Sales Show Big Gain

The sales of The Great Atlantic & Pacific Tea Company, Inc., for the fiscal year ending March 2, 1918, were $126,004,958 against $75,558,737 for the previous year—an increase of more than 66 per cent. The A. & P. company operates 3,800 stores in twenty-nine States.

"Atlantic Monthly" Acquires "Living Age"

The *Living Age*, Boston, has been sold to The Atlantic Monthly Company, Boston. The *Living Age* is a weekly publication and was established in 1844.


COLOR
PAGES
The June issue of the Butterick Trio contains more color advertising than any month in the past. The sum of $112,000 is invested in color by advertisers in the
JUNE
BUTTERICK
TRIO

McCall's Magazine

Founded 1870

The paper required for the April issue of McCall's Magazine was 1,280,000 pounds or 640 tons. Every single sheet of super paper in McCall's Magazine for each issue weighs over 28,000 pounds (14 tons)—coated paper (covers) 46,000 pounds (23 tons).



Advertising Director.

More Light Wanted on the Subconscious Mind

What Is It, and How Can We Use It?

BUFFALO GASOLINE MOTOR COMPANY
BUFFALO, N. Y., April 4, 1918.

Editor of PRINTERS' INK:

Because we are all more or less lazy we never say a word out loud about one out of a thousand of the stories which make a hit with us. But after reading the last number of PRINTERS' INK I can't help jumping up on my hind legs to cheer for that Community Silver Story, and I hope you will tell Mr. Bliven I said so.

That little idea he plays up about appealing to the "subconscious mind" is a bird. We have all used it, always—the principle, that is—but no one I've heard of ever reduced it to words. And yet all sales are made in the subconscious mind, and the only way anyone ever sold anything by argument was by wearing down the victim's physical resistance.

Personally, I wish you would get Mr. Bliven to follow up this idea. Generally speaking, most of that high-brow stuff is "bunk," but this business of selling the subconscious mind is interesting to me at least. I want to know more about it. What is a subconscious mind? Have I got one? Once when I was in school I read a book about something of the sort. Isn't the subconscious mind the thing which makes you wake up in the morning at just the exact moment you made up your mind you would the night before? Isn't it the thing which makes the fellow marry the girl when all his waking intelligence tells him he is a doggoned "bonehead"? And it works all the time even when one is asleep, and it never forgets, and you take it with you when you make the big jump, and some people are long on subconscious minds and short on conscious minds and we say they have beautiful souls, and others are short on soul but long on conscious minds and they make good lawyers and if you let your subconscious mind develop until it controls your conscious mind you go "nutty," and all creative work is done in the subconscious mind, and the more you use it the more it develops, so we know what's the matter with fellows who write copy! I think Mr. Bliven has a gold mine in his idea and I hope he works it.

C. B. MCCUAIG.

WHILE this letter is couched more or less in the form of an interrogation, Mr. McCuaig has, as a matter of fact, said nearly everything which is definitely known about the subconscious mind, though his statements are of course in highly concentrated form. One is reminded of the familiar small cubes of concentrated soup to which a lot of hot water is added to make a nourishing dish; almost any "professor" of psychology could take Mr. McCuaig's statements, add a lot of hot air, and the result would be a course of twenty-seven lectures—admission $1.85 each—general subject, "The Funny Things in the Attic, or Who Referees the Cerebellum?"

THE PART OF YOU THAT NEVER FORGETS

The subconscious mind, so the experts inform us, acts as a sort of storehouse for all that vast array of facts which everyone has accumulated, and nearly all of which are "forgotten" until they are needed, when they are fished up again. The doctors who specialize in curing those who are mentally ill (*not* the insane) have developed a special technic for digging up memories buried deep in the subconscious mind, and supposedly forgotten forever; and by "free association," and by data obtained by timing the interval before the patient "reacts" to each of a list of words, they are able to help the subject to recall incidents from very early childhood, though forgotten for perhaps sixty years! So that these psychiatrists claim it is really true that the subconscious mind, like an elephant, never forgets. (In the past few years, quite an extensive literature has accumulated on this subject.)

Any action which is performed often enough slips down, we are told, from the conscious into the subconscious mind, and becomes habitual; which is why you can play the piano and carry on a conversation at the same time, or tie a shoestring and keep your mind on the fact that you hate to

get up so early. The advertiser who could make the purchase of his goods so much a matter of custom that it was done with the subconscious mind, could well afford to ride around in two automobiles at once with his feet the window!—[*Ed.* PRINTERS' INK.

Wants All Catalogues to Have Same Sized Page

THE National Association of Purchasing Agents is actively engaged in an attempt to standardize the size of catalogues and data pertaining to the material that they buy. It hopes to accomplish this by the adoption of a standard catalogue file.

A conference will be held at the Hotel La Salle, Chicago, Ill., on May 22, called by the Catalogue Committee of the association, to determine the standard size. Representatives of the printers, the advertising men, and the purchasing agents will meet and discuss the size of the page and of the letterhead, W. L. Chandler, of the Dodge Sales and Engineering Company, Mishawaka, Ind., is chairman of the committee.

In pointing out the economies that may be effected by the general adoption of catalogues of the same size, Mr. Chandler says:

"The purchasing agents have discovered that their original plan is only part of the proposition. It now develops that the standardization of catalogues to one size is going to produce very great savings in the matter of printing and issuing of catalogues, provided a wise selection is made. Some of those in the printing industry who have been closest to the aims of the committee claim that the saving means at least a million dollars a year in the printing, folding and binding of catalogues, in that printers and binders may equip to turn out this one size of book or sheet, as the case may be, in large quantities, the machinery being specially built for that size operating much more economically, and that the saving thus effected will eventually work back to the purchasing agent or buyer of catalogues. From this it appears that the Purchasing Agents' Association is to bring about a much greater and more valuable reform than was originally contemplated."

Whole Town Abolishes Credit Sales

Retail merchants of Sutton; Neb., recently published a co-operative advertisement stating that they would abolish all open accounts on May 1, and after that date would sell only on a basis of cash in advance, or C. O. D. Deliveries will be maintained as heretofore, but no goods will be sent on approval. All unpaid accounts at present on the books are to be treated as due and payable on May 1, and interest at the rate of 10 per cent will be charged after that date. Twenty-seven business houses signed the advertisement, representing every type of retailing, from general stores, clothing stores, confectioners and drug stores to meat markets, jewelers and feed stores.

"Under old conditions," the advertisement states, "the retailer bought from the wholesaler on terms of thirty and sixty days, but at the present time our goods are sold to us on ten days' time, which to all practical purposes is cash, for it now takes ten days to obtain the goods. After May 1 we will keep no book accounts whatever and we sincerely ask that you do not request credit, as we will have no place to make the charge, and neither of us would be satisfied if we were to try to keep this memorandum from memory."

Advertising Expands As New Territory Is Entered

The American Sanitary Corporation, Memphis, Tenn., maker of vermin exterminators, which has been advertising "Rat-Rid" in southern newspapers and farm papers, is preparing to change the copy this month to cover "Fly-Rid" and "Ant-Rid." As new jobbing territory is opened, the advertising expands. The territory now covered includes the States south of Kentucky and Missouri from the Atlantic coast to Texas and Oklahoma. The Lake & Dunham Advertising Agency, Memphis, handles the account.

From Newspaper to St. Paul Store

Theodore Broders, who has been in charge of the advertising service department of the St. Paul *News*, has been appointed superintendent of Husch Brothers, women's-wear retailers of St. Paul.

Green's

AMERICAN FRUIT GROWER

The National Fruit Journal of America

announces that

Trucks-Tractors-Engines

will be featured in the JUNE issue, forms of which close May 20.

We urge reservations for space *now*, as we plan to make this the most comprehensive and one of the most effective numbers of the year.

Fruit growers, even more than farmers, use *trucks* in going *daily* to and from express depots, commission markets, and wholesale houses.

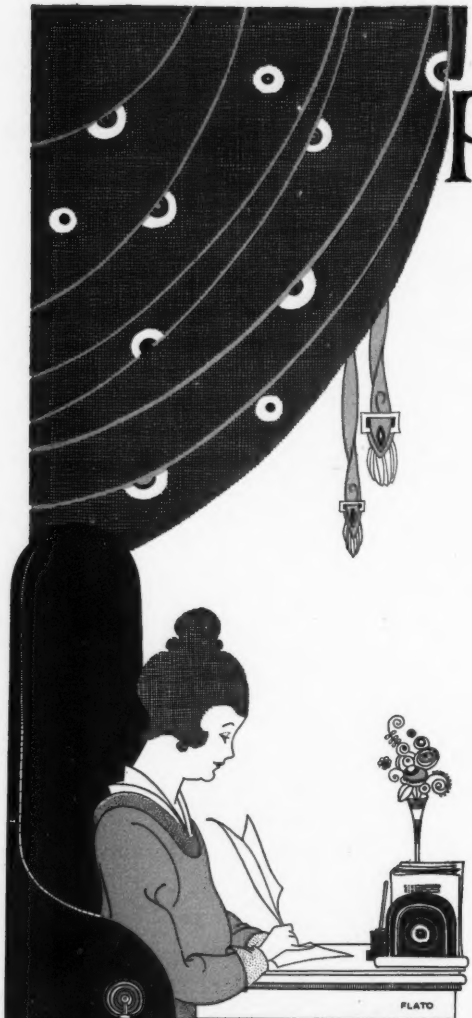
Fruit growers are convinced of the practical worth of *tractors.* They realize as never before the need of different labor-saving *engines.*

TRUCKS, TRACTORS, ENGINES, advertised to the near 200,000 *subscribers*—nearly 400,000 *readers*—of the AMERICAN FRUIT GROWER, will be *sold* in great numbers. Write *now.*

AMERICAN FRUIT GROWER CO., Inc., Chicago, Ill.

Samuel Adams, Editor-Publisher.

Paul C. Stark, Associate Editor. Member Agricultural Pub. Ass'n.
Charles A. Green, Associate Editor. Applicant for membership A.B.C.



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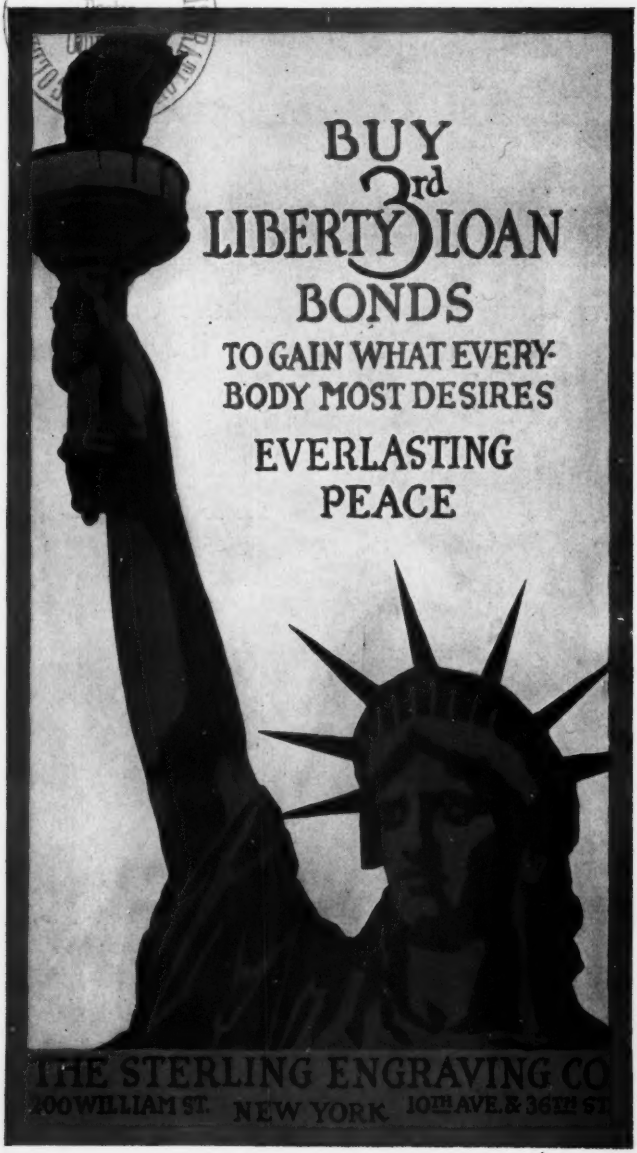
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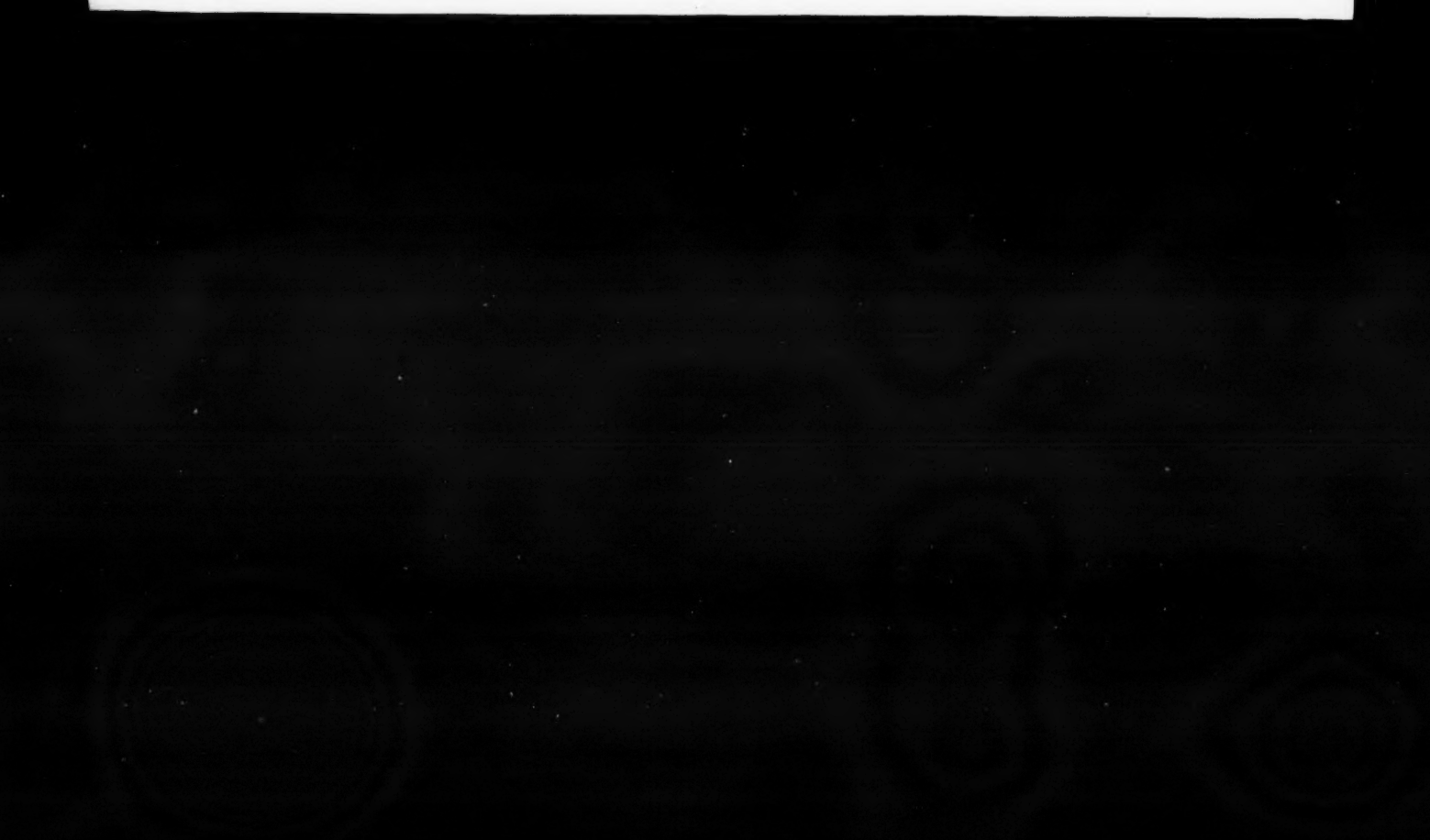
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muse t, and reliability—and

GOD HOUSEKEEPING

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urate mation and service available nowhere else.


BUY
3rd
LIBERTY LOAN
BONDS
TO GAIN WHAT EVERY-
BODY MOST DESIRES
EVERLASTING
PEACE
THE STERLING ENGRAVING CO
400 WILLIAM ST. NEW YORK 10TH AVE. & 36TH ST





Man-Shortage as a Selling Point Neglected in Britain

Not Many Advertisers Take Opportunity to Advertise Labor-Saving Devices in a Special Manner Because of the War

By Thomas Russell
London Correspondent of PRINTERS' INK
(Licensed by Chief Postal Censor, London, England)

IT is claimed that if you exclude India, the British Empire has sent a higher percentage of its men to war than any of the Allies. The figures are questioned a little by France; but the claim would not have been made if there had not been a very large withdrawal of men from industrial and business life. Anybody who goes about England with open eyes can see how many jobs formerly held down by men are now being carried on by women. In 1913 few women drove a car. To-day 40 per cent of motor vehicles are driven by them, and I saw a horsed truck being run by two women in the Strand this morning. This meant that one woman was holding the reins and that the other was going to unload goods which looked heavy to me. Street-cars (which are called trams here) mostly have a woman as conductor, and so do omnibuses. In some towns women act as drivers of trams—not in London—though the job requires no strength and is more suitable for women than crowding through the passengers to get the fares. Trams and omnibuses are so reduced in number that inside passengers are allowed to stand. This was formerly forbidden by the police. Luggage is handled and trains are cleaned out at railway stations by strong young women—no civiller than the male porters whose work they are replacing, but less avid of tips.

Banks, insurance and other business offices, and Government departments, are staffed by women. It is difficult to find any but highly incompetent female clerical labor, and wages have gone up like a rocket. Many traveling salesmen have turned their jobs over to their wives, or have been replaced ("for the duration" as we say elliptically) by other women. I was called upon last week to draft a letter from a salesman to his customers, asking them to help a lady keep his connection together until he should get back from the war. Everybody who works has to speed up, and the call for hard, busy work has been magnificently responded to. The women are smart and competent. And they have sharp tongues, too. An American doing some Government work told the woman who drove the car which had been placed at his disposal to pick him up at 11 o'clock. She was not punctual. The American took out his watch and said "I guess you're two minutes late." "Step inside," was the reply, "and don't make a fuss; you're two years late."

LABOR-SAVING MATERIALS MIGHT BE SO ADVERTISED

The technical papers are full of advertisements of labor-saving contrivances and of things to make it easier for women to do men's work. But it is curious to note how little is made of the labor famine as a selling point. The advertising man on one paper told me that he had secured a number of advertisements by pointing out the increased demand for work-saving appliances — the supply of typewriters and adding machines, for instance, is said to be smaller than the demand. But when the copy came along, it was all built on the regular selling story. None of it said, "You are short of workers: let us make your workers' work shorter."

Ferodo, a friction surface material, is advertised with the heading "Shortage of skilled drivers," and a story about the damage to chassis and gear-box if the clutch of a motor-truck is thrown in too hastily—Ferodo wouldn't let him do this. A lamp concern advertises what it calls worry-free lamps for vehicles and says, "The lady driver puts up with many hardships. Her task can be lightened in a double sense"—by fitting these lamps. A printer in Leicester advertises in the technical press offering to relieve competitors who are short of men:

TRADE WORK
DURING WAR TIME!

A large number of the best comps. and machinemen in the country have joined the colors (all honor to them!) and in consequence many provincial printers find themselves unable to handle satisfactorily the special jobs that come to them at this time of the year. Are you among the number? If so, let us help you.

But, for the most part, this very good selling point is neglected in the copy.

He Capitalized His 'Phone Number

TOM WILLIAMS went to St. Louis from Springfield one day to buy lumber. He never had been there before, and he started to look up the dealers in the bulky directory. He looked and looked, and finally threw the book down in despair.

"When I get back home," he said to the clerk, "I'm going to see to it that the people in Springfield never have to wade through a thousand pages of names to find my 'phone number."

That was six years ago. Today his telephone number—"300 Green, Springfield, Missouri"—is better known than he is. A letter, telegram, or package so addressed will reach him without delay.

To emphasize the idea, Williams painted his business green—wagons, buildings, stationery, everything. Even his billboard slogan: "300 Green for Sudden Service," rivaled the grass on the hillsides. Then he counted himself in—green ties, green shirts, green suits. Not gaudy green, but green.

Business boomed, and he added coal to lumber. The words "300 Green for 2000-Pound Tons," and the fact that he took no orders he couldn't deliver the same day, brought Williams one-fifth of the city's coal trade in two years, despite the fact that he charged fifty cents a ton more than anybody else.

And the business? Well, he's had to buy five new sawmills since.

Perhaps Williams came it a bit thick. Others might not want to do it quite so thoroughly. He lived with and for his business, which is not a bad idea for success. But the big point—the point any business man might well apply to his own affairs—is that Williams, with a single carefully worked out idea, put his concern above the common run and branded it distinctive.—*Every Week.*

Non-essentials Should Help to Pay the Extra Taxes

Watch closely in the next nine months the rise in the price of non-essential merchandise and mark up your prices accordingly from day to day, regardless of what you paid for it. With the diversion of millions of workers from non-essential to essential manufacturing, non-essential merchandise is going to be increasingly harder to obtain and increasingly higher in price. You are entitled to this extra profit. Get it. It will help to pay some of your extra taxes.—McKesson & Robbins' "Drug Topics."

Ricoro Advertising to Continue

Four national weeklies are carrying the United Cigar Stores' advertising for Ricoro cigars. This campaign will be continued well into the summer.

A newspaper campaign is being conducted for these cigars in New York and San Francisco.

Five Month Campaign for Insect Powder

Gilpin, Langdon & Co., Baltimore, Md., are advertising Black Flag Insect Powder in women's publications. The copy began appearing in April issues and will run through and including August.

The American Manufacturer

who advertises

NOW

for

EXPORT BUSINESS

is not only laying the foundation for future business, but is securing immediate profitable export orders as well.

THE maintenance of such trade means a profitable outlet for goods no matter what the conditions may be in the domestic market.

Such trade during the war is the best and the only positive assurance of securing our fair share of that trade after the war.

AFTER the war, large export trade will be absolutely essential to help solve the problems of readjustment in industries when the demand for munitions ceases.

British manufacturers who, because of Britain's shortage of raw material, are unable to ship at all, are advertising extensively for export business after the war.

Let us send you sample copies, rates and a full explanation of our service.

AMERICAN EXPORTER

17 Battery Place, New York

Member A. B. C.

The folks back home

Thousands of soldiers have subscribed to Association Men for their families. Other thousands of soldiers' families have sent in subscriptions themselves. Why?

Association Men gives these folks back home more than war news. It brings intimate glimpses of the everyday life of our fighting men—what they are doing for themselves and what the Y. M. C. A. is doing for them. It is comforting and reassuring to know that their boys are being looked after.

Now the point we want to make is that this kind of reader interest is worthy of consideration in your new advertising plans. And this is only *one section* of Association Men circulation. Since September 1917 the circulation has *doubled* and the advertising space has increased *20%*.

Yet the rate is the same as last September, 40 cents a line, $168 a page. Now, contracts for certain periods can be made at the same rate. May 13th, the rate will be 75 cents a line, $315 a page.

Y.M.C.A. ASSOCIATION MEN Y.M.C.A.

the class magazine of general interest

F. C. FREEMAN, Business Manager A. P. OPDYKE, Advertising Manager
124 East 28th Street, New York

HARLEY L. WARD, 19 S. LaSalle Street, Chicago

American Advertisers Finance "The Stars and Stripes"

Members of the A. A. A. A. Generously Respond to General Pershing's Appeal for Aid for Soldier's Paper

IF you want to catch the spirit of patriotism, of good cheer, optimism, and determination to win the war which animates the hearts of the men behind the firing-lines in France, read over a few copies of the *Stars and Stripes*, the new official weekly newspaper of the American Expeditionary Force, now being issued in Paris. You won't find a dull line in any of its eight pages. It is full of pep, ginger or tabasco sauce—whatever you may call it. The men who contribute to its columns are Americans—everyone of them. What they write reflects the mental attitude of our soldier boys toward the great conflict, their habits of thought, their views of life as affected by their experiences in a new land. Their articles are flavored with wit and humor. Sometimes they are deadly serious. At any rate they embody the outstanding characteristics of native-born, dyed-in-the-wool Yanks.

Copies of the first four issues lie upon the writer's desk as he writes these lines. The *Stars and Stripes* is typically American in make-up and in general appearance. The type pages—there are eight of them—are twenty-two and one-half inches deep and sixteen and one-quarter inches (seven columns) wide. The headlines are in bold, black-faced caps and lower case, the spreads being of the step-ladder style so popular in this country. The body type is eight point leaded.

Now as to contents. The aim of the editor, Lieutenant Guy T. Viskniskki, formerly president of the Wheeler Syndicate, seems to be to give the American Army boys the kind of a paper to which they are accustomed when at home. Hence every issue carries cable dispatches from America giving the most important news of the week. The front page always carries an illustration—usually photographs of officers or soldiers. On the editorial page is a cartoon, sometimes original and sometimes copied from an American newspaper, and on the seventh page is a comic strip or two. The sixth page is devoted to a record of sports, received by cable, and, in addition, articles on athletic and other events in the army.

WIDE VARIETY OF MATTER IN EACH ISSUE

The columns of the *Stars and Stripes* are filled with articles that have a special appeal to the soldiers. There are stories of experiences in the trenches and in camp. Some give suggestions that will make life more endurable when on the march or under fire. Short articles deal with incidents, sometimes humorous and sometimes sad, that have come to light in the ranks. The soldiers want to know about the progress of the war and so they are given such information as is permissible. "The Huns' Brutal Policy Matter of Record," "None Dare Evade Salute in London," "New Valor Cross and Medal for A. E. F." are the titles of a few of them. The effervescent humor that is a saving grace in the life of an American soldier bubbles up in such articles as these: "Etiquette Talks for Doughboys," "Side-Door Pullmans Carry Live Freight," and "Cussing to a Good Purpose." Franklin P. Adams, late of the New York *Tribune's* "Conning Tower," who is with the expeditionary force, is to contribute a column to each issue. Other prominent writers, who are still in America, will contribute articles.

Under the caption "Earful of Suggestions for Boys Back

Home," a writer gives the following advice:

"Get used to mud; go out and roll over in it; wallow in it, stir it into your coffee and drink it, smear your face with it, line your ears with it, use it on your meat in place of mustard, slip some of it down inside your shirt by way of the back of your neck, and plaster your hair with it. Do this once a day until you can't skip a day without feeling uncomfortable without it. Then you will be thoroughly acclimatized.

"Begin to take baths right now. If you're coming across, about six weeks before you sail start in to take one bath every day and two on Sunday, and manage to ring in four extra ones in between times. That will equip you with a good 52 baths, giving you an average of one a week for a year, which is the minimum prescribed by regulations. Baths in France are as hard to find as celebrators of Yom Kippur in an A. O. H. convention; so bathe while the bathing is good and handy."

Most of the poetry printed in the *Stars and Stripes* deals with the practical rather than the romantic or sentimental side of army life. Here are two stanzas of one bearing the title "The Belly-Band."

Free advice I hate to hand
Out to any man alive;
Yet the stuff that I have scanned—
"How to live and how to thrive,
And have comfort over here"—
Makes me this one bit advance,
Even though men think you queer:
Wear a belly-band in France!

'Tis protection from the chills
Brought by snow and misty air;
'Tis insurance 'gainst the ills
Caused by poor or meager fare;
'Tis a guarantee of sleep,
Sound, secure—So, 'neath your pants
Have it always, to be sure;
Wear a belly-band in France.

The editorials deal with subjects pertaining to the war, army life, and matters in which the men are naturally much interested. In one of these the following paragraph, the sentiment of which strongly appealed to the army men, appeared:

"'Do your bit'—with 'bit' meaning 'all'—is Britain's war slogan. America's should be 'DO YOUR DAMNEDEST.'"

Had it not been for the patriotic and unselfish work done by the members of the American Association of Advertising Agencies, the *Stars and Stripes* would probably never have been born, or if it had been, it would have given up the ghost after two or three issues. Here are the facts: General Pershing believed that a newspaper conducted by and for the American Expeditionary Force ought to be published for the good effect it would have upon the men. Such a paper would be like a letter from home—filled with news about happenings in the United States, about the war, about the troops in camp and trenches. Unfortunately no funds were available to get out such a paper. Therefore, if it was launched, it would have to be self-sustaining. The expense of getting it out would, even under the most favorable conditions, be quite large. While the soldiers would be willing to buy copies of it, not enough could be charged for subscriptions to pay the bills.

ADVERTISING MAKES THE PAPER POSSIBLE

Someone suggested to General Pershing that possibly enough advertising could be secured to provide sufficient revenue. It struck the General as a good idea He cabled to A. W. Erickson, president of the Erickson Company, Inc., of New York, asking him if he would undertake to furnish 500 inches of advertising at $1 an inch for three months. The latter accepted the commission as a patriotic duty and set to work, as PRINTERS' INK has chronicled. As a result of the publication of this and other articles that appeared elsewhere, much interest in the subject was aroused throughout the country.

In talking about the matter Mr. Erickson said: "The first thing I did after assuming the responsibility was to secure the co-operation of the American Associa-

Fuller & Smith
Advertising - Cleveland

The equipment and experience of the modern advertising agency must cover the broad field of business — its organization, control and operation. Otherwise, advertising might be called upon to accomplish, unaided, all it can do so well when everything else in a business is right.



tion of Advertising Agencies, which includes in its membership 115 of the foremost men engaged in that branch of the business in the United States and Canada. With the approval of its officers, James O'Shaughnessy, the secretary, immediately sent out a letter to every member urging him to give his earnest support to the work. Messages were also forwarded to prominent advertisers asking them to co-operate with the agents in providing advertisements for the new paper.

"The response to these appeals has been so hearty and generous that up to date we have secured 10,000 inches, or 140,000 agate lines, which will keep the *Stars and Stripes* going not only for the thirteen weeks originally designated by General Pershing as the trial period, but for seven weeks more.

"Owing to the short notice we received before the first three issues of the new paper were to appear, we did not have time to send the earlier advertising copy by mail; it had to be forwarded by cable. Since then all of the copy and cuts for illustrations have been forwarded week by week on United States Government destroyers or transports, the mails and sailings of the regular trans-Atlantic steamships being too uncertain for our purpose. As we are not in intimate touch with publishing conditions in France in war time, we are obliged to allow the editor of the *Stars and Stripes* to make such changes in the copy as may seem desirable.

"The rate charged is one dollar an inch, which is much lower for the volume of circulation, 40,000 copies, than is charged here, where it is from $1.50 to $2. In selling space I have the assistance of one member of my office staff, who gives all of his time to the work, and several solicitors who, like ourselves, are serving entirely without pay.

"While we could base our appeal for business wholly upon the ground of patriotism, we do not find it necessary to do so. Space in the *Stars and Stripes* is a good business buy for advertisers who manufacture articles that soldiers can use to advantage, and which they can obtain at the Y. M. C. A. huts or in the towns and villages where they are located. It has been gratifying to me to have several advertisers come forward and insist on purchasing space whose products cannot, by any stretch of the imagination, be utilized by the men in the field.

"When General Pershing saw the enthusiasm with which the new paper was received by his men, the first issue being published February 8th, and the way the American advertisers and agents responded to his appeals for aid, he decided that the *Stars and Stripes* should be continued as a permanent feature of our army achievements in Europe during the period of the war.

ADVERTISING BEING TAKEN A YEAR IN ADVANCE

"While we have been successful thus far in securing a sufficient amount of advertising to pay the cost of issuing the paper for several weeks to come, we cannot let down in our effort to secure more business. We want to get enough ads to insure its publication for at least twelve months, and in order to do so I shall be glad to have the co-operation of anyone who can help the good work along. Communications can be addressed to me at my office, 381 Fourth avenue, New York.

"We have had a large number of inquiries about the paper—where it is published, what the rates are, and where copies can be obtained. One man made a special trip from Boston to secure the information he desired. Although 40,000 copies of the *Stars and Stripes* are printed, such has been the demand that only 150 copies have been sent to this country. The few that are on sale can be found at Brentano's in Fifth avenue. General Pershing has been urged to print a larger edition, but has been unable to do so because of the

First in Growth

In three months of 1918 The New York Times published 3,106,112 agate lines of advertising—a gain of 227,152 lines compared with the corresponding period last year, the only New York morning newspaper to record an increase.

Average net paid circulation, daily and Sunday, 352,794 copies

The New York Times

NEW YORK, MONDAY, APRIL 8, 1918

THE TIMES IN CHICAGO

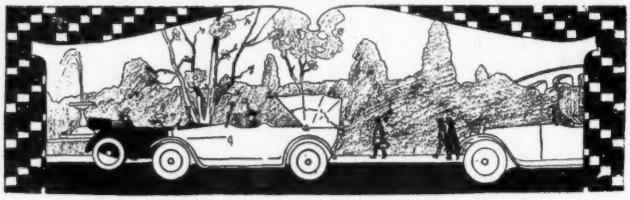
To the Editor of the New York Times:

I am prompted voluntarily to express to you my constant appreciation of THE NEW YORK TIMES, which is so far above the standards of efficiency of any other paper in supplying the real, worthwhile news of the day that even after reading all the Chicago newspapers daily I find I am not up to date until I have received THE NEW YORK TIMES and digested its contents two days later. The marked contrast is that your publication gives me the news of the world in which I am vitally interested, rather than the local news which seems to satisfy publishers of the average newspaper.

For instance, the copy of the House bill of Congress authorizing the third Liberty Loan was not available in Washington until April 2. Various officials of the Federal Reserve Bank, Chicago, and the Executive Department of the Liberty Loan Committee of Chicago (Seventh Federal Reserve District) were also anxiously awaiting information regarding the proposed Congressional act. It was not until April 2, when I received THE NEW YORK TIMES of March 30 containing a full copy of the act, that I was able to use it in supplying the desired information to them.

At five o'clock to-night the Governor of the Federal Reserve Bank asked me if I had a copy of the act, and I was glad to send him the above clipping of THE TIMES of March 30. Either the Treasury Department is hopelessly unable properly to serve the Federal banks or a 2-cent investment in THE TIMES beats every other service known to Chicago.

Chicago, April 4, 1918. C. FREDERICK CHILDS.



OPPORTUNITIES

FOR

Makers of Motor Vehicles and Motor Vehicle Accessories

IN THE

GREATER PHILADELPHIA TERRITORY

The Greatest Automotive Market in the World

THE NORTH AMERICAN

Is its greatest selling medium

Nearly 500,000 motor vehicles are now registered in Greater Philadelphia selling territory; considerably more than four million dollars was paid in license taxes in 1917. Last year Pennsylvania alone increased its motor vehicle registration by 94,505.

Yet there are remaining more than 300,000 prospective buyers of a first car.

THE NORTH AMERICAN during 1917 for the tenth consecutive year carried by a wide margin a greater lineage of automobile display advertising than any other Philadelphia newspaper, and in the *eleventh successive year* it continues to lead by a wide margin.

In its Annual Auto Show Number, issued January 13, 1918, it carried nearly TWICE as much paid automobile advertising as its nearest competitor, and this is the eleventh consecutive time THE NORTH AMERICAN has published the greatest Auto Show Number in Philadelphia. From every standpoint it is the leading automobile medium of the Greater Philadelphia Territory.

Just now THE NORTH AMERICAN is receiving congratulatory letters from all sections of the Eastern United States and the Middle West on its "Motor Vehicle Is a Necessity" campaign, a series of advertisements impressing upon the reading public the wisdom of buying motor vehicles of all kinds, both for individual and for business uses.

1918 *registrations in Greater Philadelphia Territory will again set a new high mark, because within a few months its population of men earning up to* $7000 *a year has been increased* 500,000, *and Philadelphia has become the center of the greatest industrial activity in all America. How many of the* 150,000 *immediate prospects for car sales in* 1918 *do you want? What proportion of their accessories can you supply?*

Measure your possible output—advertise it liberally in THE SUNDAY NORTH AMERICAN—and the Greater Philadelphia Territory demand will sweep it away.

THE NORTH AMERICAN

Circulation, Sunday, March 31, 1918, 217,389 Net paid

Chicago Office:
Peoples Gas Building.

PHILADELPHIA

New York Office:
347 Fifth Avenue.

shortage of paper and the slowness of freight transportation. I am sure that several thousand copies could be sold every week in New York alone."

Here are the names of some of the American products that are being advertised in the *Stars and Stripes*: Auto-Strop and Ever-Ready razors, Lucky Strike, Fatima and Murad cigarettes, Adams' and Wrigley's chewing gums, Ivory soap, Colgate's and Mennen's shaving cream and talcum powders, Lowney's and Wallace's chocolates and candies, Comfy kits, Three-in-One oil, Chesebrough Vaseline, Interwoven socks, Prophylactic tooth brushes, *Literary Digest* and *The Outlook* magazines, Royal typewriters, Eaton, Crane & Pike stationery, Firestone tires, Barrett roofing, Truly Warner hats, Cleveland tractors, Boston garters, Glastonbury underwear, and Valspar varnish.

"The Song of the Catalogue Fiends"

UNDER this title the Motor Car Equipment Company, New York, has issued a folder containing eight stanzas of verse written by Harry T. Watkins, who helped compile the company's catalogue. The fourth page of the folder announces that the 1918 catalogue is on the press and will soon be ready for distribution. PRINTERS' INK reprints the poem below, in the belief that its readers who have been through the mill will form an appreciative audience:

We're the goats of the organization,
We are cursed and despised of men;
Though we struggle and rave we are doomed to slave
Next door to the Export pen.
We cut and we paste till noonday,
We paste and we cut till night,
But with all of our skill let us try as we will
We can't get the damned thing right.

The salesman goes out in the morning
And calls on his trade with glee,
The purchasing guy does nothing but buy,
His hours are happy and free.
The credit man fools with his blacklist
And trade acceptance and dun;
But we are the nuts who juggle with cuts
From morn till the setting sun.

So we play with our picture puzzle
And we build to the best of our ken,
When the word comes across from the discount boss
To do it all over again.
We're told to take out an item
And we're ordered to put it back,
Till we tear our hair and in dark despair
We pass the buck to "Mac."

We toil with the Critchley Reamer,
At the Gemco line we slave;
Our teeth we gnash over Weaver and Asch
And at Billings & Spencer rave;
We pale at the name of Niehoff,
Povasco our fury starts,
And we curse the Lord at the name of Ford
And his hundred and something parts.

We're sick of the Wonder Worker
And Crum is a bitter pill;
We could take the axe to Johnson's Wax
And old Doc Latimer's Still.
We're fed up on Packard Bezel,
On Overland, Buick and Stutz,
But we'll spoil the map of the venturesome chap
Who mentions Top Prop Nuts.

There's a Throne aloft in high Heaven,
Where the angels with joy await
To seat on High the thoughtful guy
Who sends us a full page plate.
But a pit is dug deep down in Hades,
Where a lost soul will never be missed,
And it's down below that the bloke will go
Who says, "Listen, they've changed the list."

So we cut and we fit at our leisure,
And we fit and we cut in our haste,
Printers' ink is our favorite drink
And we lunch on a pot of paste;
We break all the ten commandments
And we curse till we raise the roof,
And our heatless days we spend in a maze
Of pages of galley proof.

Mayhap if we toil on forever
And the weeks and months go by,
By hook or crook we'll complete the book,
If we don't get disgusted and die;
But we'll look for a saint's translation
And seek for a place in the sun,
When in course of years we drop our shears
And we get the damned thing done.

Death of H. C. Hallenbeck

Harry C. Hallenbeck, president of the Wynkoop Hallenbeck Crawford Company, New York printer, died on April 11.

Put the Human Quality in Your Technical Copy

An Illuminating Choice of Best Liberty Loan Ad by Technical Men

By H. E. Cleland

TOO much technical copy is written with a slide rule! The reason for most of this is because we persist in regarding readers of technical papers as something different, something apart from ordinary humanity, "grim and gloomy, wrapped in the mantle of their own peculiarity."

Nothing could be further from the truth. They are average individuals, no better and no worse than the ordinary run, moved by the same emotions. It is true that training has given them more orderly minds than most, that logic, instead of acting as a soggy load upon their processes of thinking, stimulates and titillates, but underneath this veneer run riot the age-old desires that have ruled the world since the very beginning of time.

You all remember that sixteen-page Liberty Loan insert that many of the business papers have been running recently. Most of this copy was a straight appeal to reason, such as "Will you invest your money with Uncle Sam now?—or let Germany take it away later?" or "What will protect you if these are defeated?"

The advertisers who contributed space for these inserts were given a tentative choice of the piece of copy they might choose. There was one overwhelming favorite. That was the one showing the head of a baby and captioned "Worth fighting for?" The second choice was the official photograph of the club with which the German armies "finish off" wounded soldiers.

Now, what does that show? Simply that technical men, well-educated men, men with trained minds are still moved by the emotions implanted in all of nature's creatures. First of all, love for children and the desire to protect them. Then the fierce outpouring of revenge—the fighting instinct that sends men over the top and carrying on.

If I should give you a formula for writing technical copy—or any other kind of copy for that matter—it would be, "make it an appeal to the emotions plus an appeal to reason."

Always remember that effects are produced by contrast. Light and shade, light and shade are what make pictures. If you want to make a fact loom large put a much smaller fact alongside of it. When you want to thrust the seriousness of a situation down a man's throat, first make him laugh. Then you've got him with his mouth open.

QUALITIES FOR MAKING ADVERTISING HUMAN

Humor and horse sense make an unbeatable team.

Earnestness is a fine quality, but unrelieved earnestness becomes drab monotony. Lighten it up with the sparkle of a smile or the glitter of a bright idea.

In short, be human.

It is an easy thing to say, but not an easy thing to do.

And that is because many of us when we take our pencils in hand, get a total paralysis of our natural humanness. We become as self-conscious as a girl at her first party. We get a bad case of stage fright. For some reason, as yet unexplained by our friends and allies, the psychologists, we dry up at the source. We become, so to speak, geniuses of the obvious. Sit down some time and forget yourself long enough to be natural. You'll be surprised at what a really fine ad you'll write.

Portion of address delivered April 11 before the Technical Publicity Association, New York.



"Cover Boston Dealers In Record Time."

"Mitchell, it's up to you to cover the Boston dealers in record time—the success of our proposition depends largely upon your speed—

"Soon as you land in Boston you'd better call on the ***Merchandising Service Department of the Boston American***—tell 'em what you're up against, and ask for the use of their ***Trade Maps.***

"You can't go wrong—all your grocers and druggists are shown on the *Trade Maps* and arranged in order of call—they show all the short cuts. The maps will lessen your worries and save time—go to it."

Tell *your* salesmen to call on us—we can help them—and you.

BOSTON AMERICAN

80-82 Summer Street, Boston, Mass.

New England's Greatest Home Newspaper

Members Audit Bureau of Circulations

NEW YORK OFFICE
1789 Broadway

CHICAGO OFFICE
504 Hearst Bldg.

All people cannot write advertising, although all people will admit that they can. And those who cannot, should quit having their stuff printed until they learn how.

Why is it so many people think they can write advertising, especially those who, able or expert in some other line, really haven't the least qualification or aptitude for the job?

Because advertising is thought of as authorship—as writing.

We're a nation of authors. Go past the news-stand for proof. Doctors, lawyers, merchants, thieves, professors, and old ladies —write. If a financier or a second-story operator is laid up at home with the gout or laid out at home with a billy, he fills in the enforced leisure by writing a book—about something. Novel, poem, play, essay, book of travels, "true" story of somebody, "appreciation" or damnation, something about something. And everybody reads—reads—reads!

Thus, it is easy to account for such widespread belief—or conceit—in ability to write advertising, when advertising is looked on as "authorship."

But consider a moment—

These tons of cheap, hurriedly, ignorantly written novels, stories, plays, etc., that stack the news-stands—people are not really influenced by reading such. Such stuff is bought to fill in the time, exactly as a lot of it is written—because the writer didn't have anything else in particular to do.

THE INFLUENTIAL KIND OF ADVERTISING

Now, advertising that is written in this way will be read in this way. But real advertising is only incidentally writing. An ad, "as is one," can't be written by the fellow who hasn't in him the spark of firing others to action —feeling-action, thought-action—any more than the Odyssey could be written by the office boy. The real ad-man, ad-builder and ad-dreamer, instead of and far from being a mere "pen-shover," is—seventy-five per cent of him at least—that vivid, imaginative, dynamic genius of this modern time —the American salesman!

Now I would not have you think from anything I have said thus far that I believe that a recipe for human interest in technical copy can be written down and slavishly followed with any degree of success.

You may, if you care to, write it down that the proper kind of human-interest copy can be used successfully in connection with any technical product on earth.

But it must be remembered that, while technical readers are very human, there are varying kinds of technical readers. And while the slap-stick and custard pie might be successfully used on one class of readers it would shoot too low for most railroad presidents.

Let me illustrate this concretely:

Two years ago, in the middle of summer, the Lackawanna Limited was coming in three sections from the West. The last section was two hours late at Scranton. To help it make up time they saved the best engine on the road and hooked it on at Scranton. It had to make up time facing a seventy-foot grade eighteen miles long up the Pocono Mountains. A man on the observation platform saw the engineer sitting in the cab of the shiny new locomotive and saw the pride in his eyes. When they started out she picked up to forty-five miles an hour on that heavy grade, and for the entire climb averaged twenty-eight miles an hour, a remarkable accomplishment. The conductor as he came through, also spoke with pride of the engine. It would have been good human-interest copy to the general public to have told this story in terms of this engineer's and this conductor's pride in their engine.

But the American Locomotive Company, in making copy of its accomplishment, used a kind of human-interest copy that appealed just as humanly to its audience—railroad presidents. They gave the facts, the situation, and the details of what this Pacific type

From the April 1st Government Statement of the

St. Louis Globe-Democrat

Statement of the Ownership, Management, Circulation, etc.

required by the Act of Congress of August 24, 1912, of the St. Louis Globe-Democrat, published daily and Sunday at St. Louis, Mo., for April 1, 1918.

State of Missouri, } ss.
City of St. Louis, }

Before me, a notary public in and for the State and City aforesaid, personally appeared Chas. H. McKee, who, having been duly sworn according to law, deposes and says that he is the editor of the St. Louis Globe-Democrat and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, circulation, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

* * * *

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the six months preceding the date shown above is.....141,604

CHARLES H. McKEE, Editor.

Sworn and subscribed before me this 1st day of April, 1918.
(Seal) JOHN T. NIXON, Notary Public.
(My commission expires May 7, 1920.)

The above statement was filed at the Post Office and is printed in compliance with the Congressional Act of August 24, 1912.

The circulation figures given above represent only ACTUAL papers SOLD and do not include the MANY THOUSANDS of papers distributed daily in the regular routine of publication. ALL free copies, ALL sample copies, ALL service copies, ALL filing copies, ALL employes' copies, ALL office copies, ALL unsold, left over and spoiled copies are EXCLUDED. THE ACTUAL BONA FIDE CIRCULATION OF THE GLOBE-DEMOCRAT DAILY AND SUNDAY EXCEEDS THESE FIGURES BY MANY THOUSANDS.

The average of 141,604 given above is for the preceding six months. The Globe-Democrat's circulation has grown enormously the last few months. The actual net paid average circulation for March, 1918, is

154,291

THE GLOBE-DEMOCRAT DAILY EDITION HAS BEEN SELLING AT 2 CENTS SINCE AUGUST 1, 1916.

NATIONAL REPRESENTATIVES

F. St. J. RICHARDS	GUY S. OSBORN	J. R. SCOLARO	R. J. BIDWELL
302 Tribune Bldg.	1202 Tribune Bldg.	403 Ford Bldg.	742 Market St.
NEW YORK	CHICAGO	DETROIT	SAN FRANCISCO

Member of the Audit Bureau of Circulations

locomotive did under the circumstances, with a diagram of the grade and curves—because these facts gave the picture, a story of intense human interest, to a type of mind that can visualize the story told by facts and diagrams.

Other examples might be shown. Nowadays it is easy to pick examples at random from the files of technical papers. I said—*nowadays!*

Every once in a while, when I feel that maybe, after all, we haven't made much progress in advertising, I go back into old files of our papers and wander through the advertising pages. And as I glimpse that curious mixture of standing cards, stud horse type, freak borders and fat phrases, I am impressed with the fact that progress is no monopoly of general advertising.

It is still true—and always will be—that we cannot drape our pages with lilies of the valley nor perfume them with the witcheries of Djer-Kiss; we cannot lure the masculine eye with the wholly revealed mysteries of the feminine toilet, nor with advertising of the touring car can we conjure up visions of joy rides on Easy Street; we cannot tickle the vanity of our readers by a display of sartorial art nor make 'em miss the 8.06 train because they are wholly wrapped up in a full-page display of Mother's Mincemeat. Nor do we want to do these things.

American business men carry their business with them. They take it home to the wife, they haul it to their eating places, they have it on tap in the smoking car. It is part of their lives. And by that same token it is to them a very human thing. Never fear, then, to be human in your business appeal to them.

New President of Thos. E. Wilson & Co.

Lawrence B. Icely, formerly general sales manager of the Wright & Ditson-Victor Company, has been elected president of Thomas E. Wilson & Company, Chicago, sporting goods manufacturers. J. A. Robertson has been appointed advertising manager.

Sell Bonds to Business Press

The Trade and Technical Press Committee, representing the general publishers' committee in the sale of Liberty Bonds to the publishers of business papers in New York, is made up as follows:

Henry Lee, Simmons-Boardman Publishing Company, chairman; J. Harvey Bryan, Simmons-Boardman Publishing Co.; E. J. Buttenheim, *American City;* A. C. Carruthers, *Safety Engineering;* H. D. Chapman, *American Exporter;* Eugene Clute, *Upholsterer;* G. C. Creveling, *Iron Trade Review;* J. T. Emery, *Advertising & Selling;* Paul R. Fisher, *Hardware Age;* F. C. Koch, Simmons-Boardman Publishing Co.; James Krieger, *Class;* T. J. Newberry, *Marine Engineering;* Capt. J. R. Ward, *Pharmaceutical Era,* and H. B. Williams, PRINTERS' INK.

Getting Loan Subscriptions from Periodicals

The special committee for periodicals, in charge of selling bonds of the Third Liberty Loan in New York, is composed of A. C. G. Hammesfahr, *Collier's,* chairman; George D. Buckley, Crowell Pub. Co.; George E. Cook, *Mothers' Magazine;* R. J. Cuddihy, *Literary Digest;* Luther D. Fernald, *Leslie's;* Henry Lee, Simmons-Boardman Publishing Company; Arthur S. Moore, *McClure's Magazine;* Don M. Parker, Century Company; John Adams Thayer, Periodical Publishers' Association; Victor Whitlock, *Century Magazine;* R. C. Wilson, *Popular Science Monthly;* George M. O'Neil, *Collier's.*

Chain Grocers Organize

The Chain Store Grocers' Association of New York has been organized, with a membership of seventeen companies representing 5,000 retail stores.

Among the objects sought are elimination of uneconomic and unbusinesslike methods, to safeguard the public against impure, misbranded and short-weight goods, and to co-operate with producers and consumers for a more wholesome place in the eyes of the public. It was also decided that the chain store organization would co-operate with all food regulating agencies.

It is announced that no action will be taken toward the regulation of prices.

To Advertise Egg Beaters and Tire Menders

The Syndicate Sales Company, St. Louis, Mo., will shortly start an advertising Campaign for In-er-Seal, a puncture-sealer for inner tubes. The advertising is being handled by the Simpson Advertising Service Company, also of St. Louis.

The Syndicate Company also produces a combination butter-merger, egg-beater, cream-whipper and salad-oil-mixer, which will be advertised in magazines. Thus far only local mediums have been used.



Home Life
Inland Printer
International Trade Press, Inc.
Rogers and Hall Co.
Fred M. Randall Company
Lawrence Publishing Co.
Medbury-Ward Co.
Ralph H. Jones Co.
Woman's Weekly
C. S. Von Poettgen
Thos. Cusack Company

Where Your Money Goes



WE are now building more naval and merchant ships than we have constructed in the last generation.

We are building a vast fleet of airplanes, and enormous supplies of artillery, motor trucks, machine guns, rifles and ammunition. We are feeding, clothing and training an army of a million men, and preparing for a million more. We have loaned billions of dollars to our allies to be spent in the United States.

From the shipyards of the Pacific to those of the Atlantic; on our farms and in our mines, mills and factories in every state in the Union; back of the firing lines in France, where men are training, camps are being erected and railroads built, billions upon billions are being expended for labor, for transportation, for materials and supplies of every description.

The mind can hardly conceive the sums of money required for our war preparations. Yet these expenditures are absolutely essential. We must win the war quickly if possible; we must carry it on for years if necessary. We must do the job with American thoroughness, let the cost be what it may.

Remember, when you invest in your Liberty Bonds, that there is immediate, urgent, imperative need for every dollar you can possibly spare.

In co-operation with the Liberty Loan Committee this advertisement is published by

INTERNATIONAL TRADE PRESS, Inc.

Publishers of

Engineering & Cement World
The Roadmaker
Directory of Cement, Lime and Gypsum Manufacturers
Electrical Review
Electrical Blue Book
Commercial Catalogues and Technical Books

Monadnock Block, CHICAGO Park Row Bldg., NEW YORK



Worth Fighting For?

SHALL this little girl grow up in the sort of American home we know, healthy and happy? Shall she have the advantage of living and learning in a free land, under free institutions? Shall such children develop into Liberty-loving citizens that a free America may be proud of?

For over two hundred years Americans have fought valiantly and died gallantly, to win for themselves and hand down to their posterity the blessings of liberty, justice, self-government and equal opportunity. This precious heritage, bought at so great a price, is now threatened.

The question which today confronts America as a nation, and you as an individual, is whether or not a free America is worth fighting for

Are American children in this and all future generations to receive unimpaired the legacy of freedom of which we are now the custodians, or shall their country be turned over bodily to the brutal, rapacious, power-mad enemy which has forced us into this war?

This question cannot be answered by word of mouth, but by deeds alone.

Let your answer be your investment in

Liberty Bonds!

In co-operation with the Liberty Loan Committee this advertisement is published by

INLAND PRINTER

632 Sherman Street

CHICAGO



In co-operation with the Liberty Loan Committee this advertisement is published by

ROGERS AND HALL CO.

Catalogue and Publication Printers

CHICAGO



An official photograph of the club with which the German armies "finish off" wounded soldiers. 32,000 of these were recently captured by the Italians.

The Destruction of Civilization

is in grim and sober reality what we are fighting this war to prevent. The club pictured above—from an actual official photograph—might be the weapon of a savage cave man of five thousand years ago. It is in fact the weapon with which German soldiers "finish off" enemy wounded who have fallen on the battlefield.

There is only one answer to make to such methods—the defeat of the German armies. America has taken up the sword to give that answer. Our army is in France to help win this war on the battlefield—that civilization may be safe, that America may be safe.

You Can Have Your Share in America's Answer to German Savagery

The Third Liberty Loan is your opportunity. It is the most direct blow that can be struck at German military supremacy. It is the most powerful aid that can be given our soldiers in France. It means rifles and helmets and gas-masks—the best protection for our men from German brutality. It means big guns and shells and airplanes—and VICTORY.

Invest today in bonds of the Third Liberty Loan, and save the lives of American soldiers.

Save Civilization, Save America, Your Own Family and Your Own Home

In co-operation with the Liberty Loan Committee this advertisement is published by

HOME LIFE

NELSON AGARD - - - Publisher

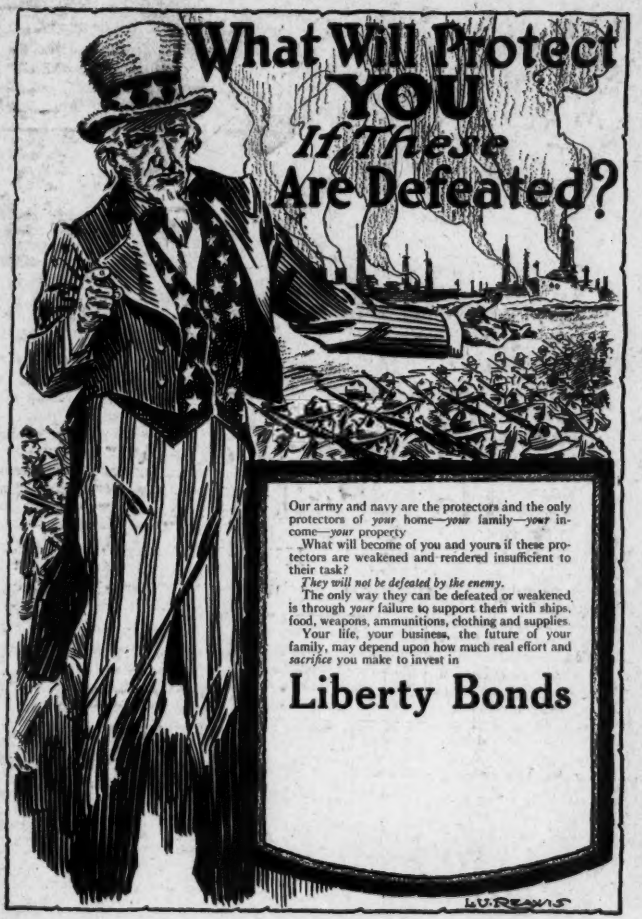
CHICAGO



In co-operation with the Liberty Loan Committee this advertisement is published by

THE RALPH H. JONES CO.

CINCINNATI



In co-operation with the Liberty Loan Committee this advertisement is published by

Thos. Cusack Company

CHICAGO NEW YORK

Largest Advertising Company in the World



The Road To Berlin—He Is Building It

YARD by yard—mile by mile—this man, and millions like him—the best of America's young manhood—are building the road to Berlin—the road to VICTORY!

He gladly offers his life that America may live; that American homes may be safe forever from the terror of German arms.

Daily, hourly, he will face a thousand chances of death from the air, on the earth, and from the depths under the earth; from gas and mines and snipers' bullets; from bombs and shells and flying shrapnel.

HE is going in with American pluck and American resourcefulness, but his sacrifice will be in vain unless you "carry on," unless you equip him to meet the Prussian on equal terms.

We asked this man if he was downhearted. He laughed at us: "As old General Grant would have said, 'We'll fight it out on these lines if it takes a *dozen* summers.'"



HE NEEDS YOUR HELP

Look Him in the Eye

and Then Buy All the Liberty Bonds You Can

In co-operation with the Liberty Loan Committee this advertisement is published by

THE LAWRENCE PUBLISHING CO.

Publishers of the Lawrence Farm Weeklies:
THE OHIO FARMER, Cleveland, O. MICHIGAN FARMER, Detroit, Mich.
PENNSYLVANIA FARMER, Philadelphia, Pa.

CLEVELAND DETROIT PHILADELPHIA



The Road To France—He Is Keeping It Open

HE is fighting German submarines and German shells. *We can't win the war without him.* He faces the biting winds of the North Atlantic with a smile and a song—but 'way down in his heart is the knowledge that he is facing the biggest job that has ever fallen to the American Navy. . . . An ever increasing army of American soldiers in France is doing its part in a way to win the admiration of the world.

New troops must back them up. A ceaseless supply of food, guns, shells, airplanes and tanks must be sent to their support.

We asked this man if he was downhearted. "In the words of old John Paul Jones," he said, "We've just *begun* to fight!"



THE victory of our arms—the very existence of our armies—depends upon safe transport through seas infested with submarines.

The American sailor will do his part—if we will lend him a hand. He needs money—lots of it—for ships and shells to keep open the road to France. We will not fail him.

The American Sailor Is Doing His Part—

LET US DO OURS!
BUY LIBERTY BONDS!

In co-operation with the Liberty Loan Committee this advertisement is published by

C. S. VON POETTGEN

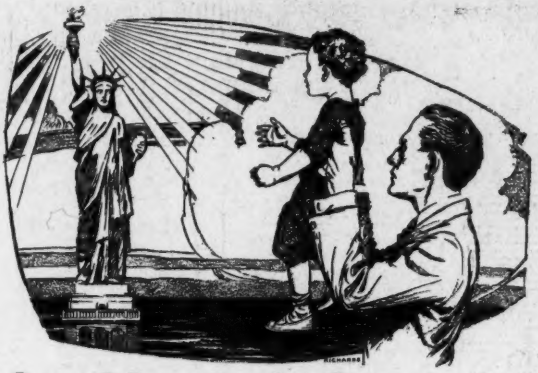
1308 Kresge Building
DETROIT, MICH.



In co-operation with the Liberty Loan Committee this advertisement is published by

WOMAN'S WEEKLY

333 South Dearborn Street
CHICAGO



Give Your Little Ones An Interest In the Future

THEY are your hold on the future, and America is fighting to make their future safe. They are too little to realize this now,—but some day they must learn to reverence the traditions of America, and understand the great cause for which the men of their fathers' day gave their lives.

Be ready to put into their hands bonds of their government. They will be for them inspiring evidence that their fathers planned, sacrificed, and invested for their future. Liberty Bonds will mean more to them than money. They will make them proud of fathers who in America's day of great need proved themselves true American Patriots.

Invest in Liberty Bonds for your little ones.

In co-operation with the Liberty Loan Committee this advertisement is published by

THE FRED M. RANDALL CO.

GENERAL ADVERTISING

605-6-7 FORD BUILDING, DETROIT



Lend Him A Hand

Here Is Your Boy —

going over the top, his gun in hand, his jaw set, his heart on fire. It is the most dramatic moment in the life of this soldier—and in the life of this nation.

His heart and mind are set on one thing —VICTORY—victory over an enemy who stands for acts and ideas which this soldier despises—which he is ready to give his life to, destroy.

We here at home hate these things too. We are pledged to their destruction—to our last dollar and our last man. But this soldier can actually—get-his-hands-on-them—and root them out of the world forever—if **we will lend him a hand.**

This Boy Is the Symbol of Fighting America

He stands for the aspiration, the conviction of a hundred million people translated into **action.** He is doing what the rest of us are **dreaming.** Only through him can we win the Victory.

But He Can't Do It with His Bare Hands! He asks you to back him up with guns, shells, tanks, airplanes. Let's lend him a hand by lending our dollars. Then no power in the world can prevent him from winning the Victory.

The long fighting ages of the world have never seen a better soldier than this boy of yours—your son—your husband—your brother—your friend. He stands for the sons of America, hundreds of thousands strong, soon to be millions. He is doing his part—we must do ours!

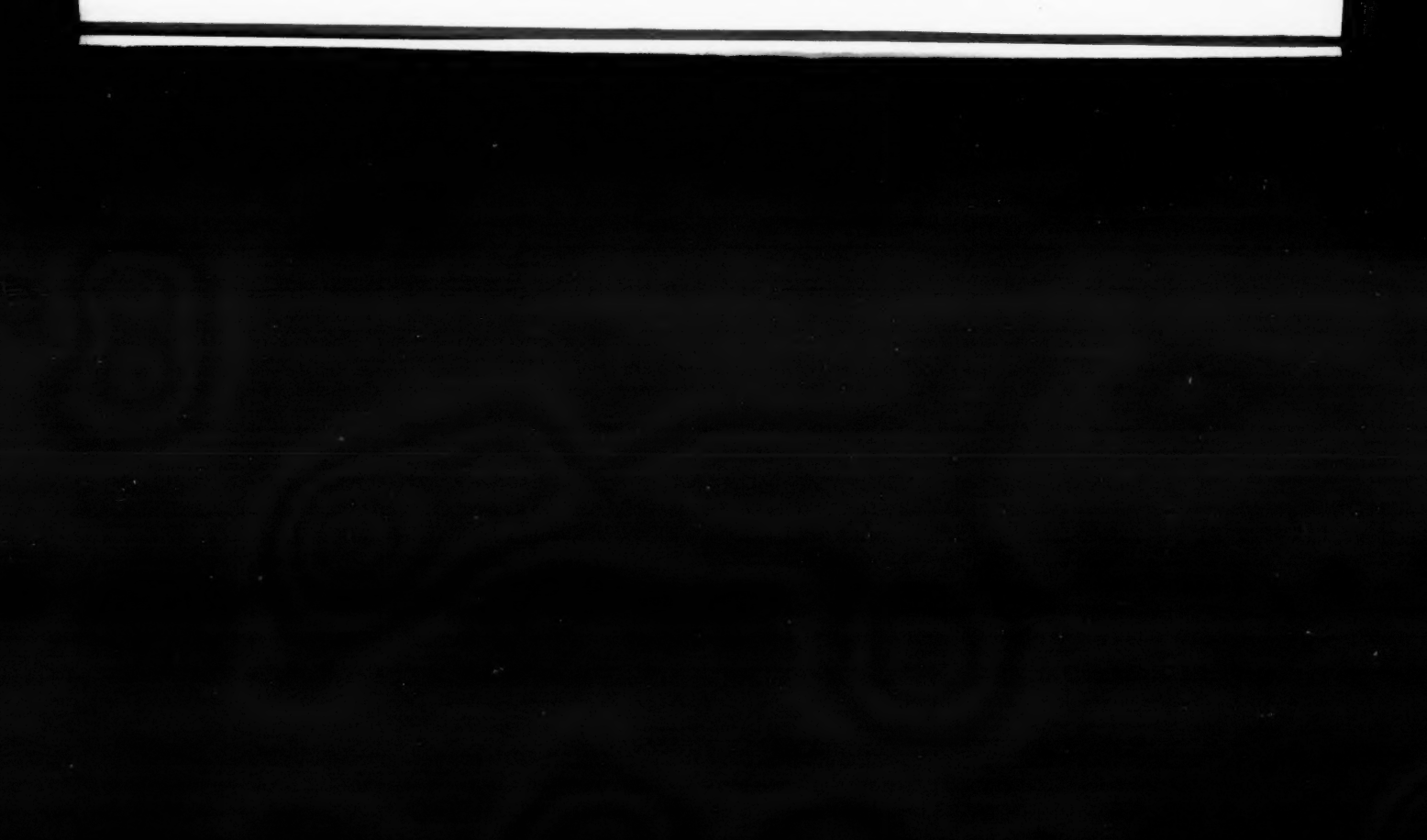
He Is the Symbol of the Liberty Loan

Lend Him a Hand! *Buy Liberty Bonds!*

In co-operation with the Liberty Loan Committee this advertisement is published by

THE MEDBURY-WARD CO.

711 Adams Street
TOLEDO, OHIO



Increasing Threats of Boycott on German After-War Trade

Outspoken Advocates of the Trade Weapon

THAT the proposed boycott of German commerce and industry is an economic weapon which should be used by America and the other Allies is finding many supporters throughout England and the United States. A. J. Spender, editor of the *Westminster Gazette*, London, believes that it should be employed against Germany, even though it might have no effect upon the present crisis in Europe.

"It will, I believe," he says, "be of no avail against the militarist rulers of the Central Powers who simply cannot understand commercial necessities and only think in military terms. I have reason to believe, however, that the commercial and industrial magnates of Germany thoroughly understand the immense power in the hands of the Allies through their command of the seas and their control of a large proportion of the raw materials of the world. They are full of apprehension as to the future of German commerce and industry if the Allies agree to boycott them, but they are powerless to influence their Government. They have made the strongest representations to the Kaiser and to Ludendorff, but without effect. It is the German Government, not the German people, that we must influence if we are to accomplish anything at the present moment."

Mr. Spender is in favor of having a brief joint statement from the Allies issued at the earliest possible moment adopting the principle of commercial non-intercourse until Germany squares itself with the Allies as to what a civilized State should be.

Lord Sydenham, whose advocacy of the employment of economic force against Germany was recently detailed in a dispatch to the New York *Times*, declares that no German victory could materially affect America. "Her army in France might be lost, but her home territory would be secure," he affirms. "That is why the threat I spoke about might have a tremendous effect on Germany. The Germans would know that America would, in any case, be able to carry it out, and, as America is not bound to make peace on the same terms as the Allies, and is free to make any terms she chooses, her position is particularly dangerous to Germany."

The aggressive steps already taken by Germany to repair her former position in the world's markets after the war, have aroused American business men to the necessity of immediate preparations to meet the desperate competition which she will offer when the military war is ended. The proposed boycott, which is so warmly advocated by England's leading business men, has already been taken up here and is being warmly supported.

NO TIMID FALTERING ON PART OF SENATOR OWEN

Senator Robert L. Owen, of Oklahoma, in an address before the National Security League in New York last week, said that unless Germany recognized the right of every nation to self government to control immigration and emigration, exports and imports, the right to complete territorial integrity, the right of access to the high seas and international waterways, and the recognition of those principles that have been recognized as fundamental in the relation of nations to each other, he was in favor of adopting the following penalties:

"That no ship shall be cleared from any port in the world which we control to any port in Germany; that no ship flying the

German flag or transacting business with a German port or with a German subject shall be permitted to enter any of our ports; that no imports shall be permitted from Germany into any of our countries; that no exports from any of our countries directly or indirectly, shall be permitted to reach Germany; that we will in our respective countries confiscate every dollar of property owned by any subject of Germany and use that money both to make war on you and to indemnify any of our nationals who have property in Germany.

"That we will not permit any telegraphic, telephonic, express or other communication with any person in Germany; that we will isolate you as far as we have the power—for a limited time—until you shall have learned the lesson that you cannot by organizing military force rob the other people of the world of their property or of their liberties."

Senator Owen's sentiments were enthusiastically applauded.

WARNING TO GERMANY

The most significant action yet taken by the business men of this country was the recent adoption by the United States Chamber of Commerce of a resolution warning German business interests to insist upon a responsible government, and to consent to a just peace, or become trade outlaws after the war ends. In view of the fact that the United States was, before hostilities began in 1914, the largest customer of Germany it is expected that this warning will have the desired effect.

The resolutions, which were proposed by the Boston Chamber of Commerce, and which were adopted by a referendum vote of 1204 in favor and 154 opposed, read as follows:

"Whereas, The size of Germany's present armament and her militaristic attitude have been due to the fact that her Government is a military autocracy, not responsible to the German people; and

"Whereas, The size of the German armament after the war will be the measure of the greatness of the armament forced on all nations; and

"Whereas, Careful analysis of economic conditions shows that the size of Germany's future armament will fundamentally depend on her after-war receipts of raw materials and profits from her foreign trade; and

"Whereas, In our opinion the American people for the purpose of preventing an excessive armament will assuredly enter an economic combination against Germany if governmental conditions in Germany make it necessary for self-defense; and

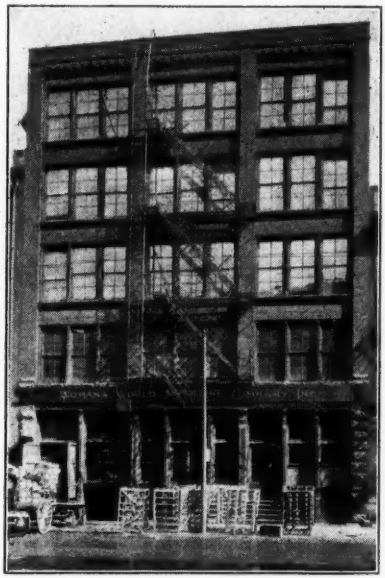
"Whereas, We believe the American people will not join in discrimination against German goods after the war if the danger of excessive armament has been removed by the fact that the German Government has in reality became a responsible instrument controlled by the German people; therefore be it

"Resolved, That the Chamber of Commerce of the United States of America earnestly calls the attention of the business men of Germany to these conditions and urges them also to study this situation and to co-operate to the end that a disastrous economic war may be averted and that a lasting peace may be made more certain."

The argument in behalf of the resolution submitted by the Boston Chamber of Commerce and sent to the members of the national body with the call for a vote was in part as follows:

"The business men of the United States know that, should the war end leaving the present form of government in Germany, a large part of every dollar given in trade to Germany after the war would be used again by the Government to further imperial and military ends, just as the German prosperity of the past has been used in preparation for the present war.

"Germany's ability to maintain and increase her armaments after



TO PUBLISHERS:

Woman's World has a completely equipped publishing plant in Chicago, a few miles from the center of population--

COMPOSING ENGRAVING PRINTING
BINDING MAILING

We are printing four National Monthly Magazines besides Woman's World--a total circulation of 3,100,000 copies every month. Our capacity is 5,000,000 copies a month.

Perhaps we can save you some money.

Sincerely,

Spencer A. Manning

HARPER'S BAZAR

announces the appointment of

S. O. RALSTON

for the past five years its Western Manager

as

Advertising Manager

the war will depend upon her success in getting raw materials and in re-establishing her foreign trade. Extensive armament on the part of Germany would force the rest of the world into the most burdensome period of war preparation known in history. The United States in common with other nations, could not afford to do anything which would advance Germany's commercial success so long as a military autocracy had the power to turn that business success into a weapon against them.

"If the German Government remains autocratic, self-preservation will force the business men of the world to discriminate against German business. It cannot be otherwise, unless they are to be content to see the whole fruits of industry and toil absorbed by the maintenance of armaments. We are convinced that the facts of the situation prove this proposal to be not only a sound, but an inevitable policy on the part of the United States.

"There is direct evidence that the business men of Germany are to-day thinking of this war not only in terms of present military results, but in terms of future business success as well. Recent dispatches, and information from other sources, indicate that increasing attention is being paid by the German newspapers to the growing difficulties of re-establishing German foreign trade after the war. Evidence is increasing that German business men are regarding with apprehension the possibility that German goods will find no market after the war in the ports of her present enemies. They know that no treaty provisions can give Germany the willing custom of free men, without which there can be no commercial success. If a statement of future business policy towards Germany can be made, showing that the one thing that will go farthest towards consolidating the rest of the world in business opposition to Germany after the war will be distrust of any military autocracy, one of the most powerful arguments will be placed in the hands of German business men to join in the demand for a greater shart in the control of their Government.

"The United States is one of the most fruitful markets to which Germany can look after the war. German business men know that there will have been generated so much hatred and distrust in England, France and the nearby enemy countries, that her trade with them will be difficult for some time to come, whatever the settlement of the war may be. But they may be thinking that our distance from the war zone, and our late entrance into the war, will mean a less intense feeling on our part. For this reason they are looking with greater hope towards re-establishing commercial relations with us. If, therefore, American business, in an authoritative way, makes it clear that America, also, will be compelled to join in business opposition to an autocratic Germany, and if American business makes it equally clear that America will not wage a business war against a Germany whose government is responsible to the people, German business men will have a strong motive for urging a democratization of the German Government as the only road to a successful commercial future.

NOT FOR REVENGE

"This proposal must not be confused with the numerous suggestions that have been made for an economic combination against Germany as a policy of revenge. If the nations allied against Germany say flatly and without qualification that after the war they are going to unite to prevent Germany from securing raw materials and to hamper her trade, the logical results will be a stiffening of the German war spirit, and an increasing conviction among Germans that, for them, this is a war of defense.

"The distinctive feature in the proposal of this referendum is a

recognition that, under normal circumstances, business boycotts and other artificial interference with economic laws are unsound and in the long run unprofitable to all concerned; and a recognition that, if the German Government is made responsible to the German people, the rest of the world can be measurably sure that German prosperity will not be used by German military ambition. Sound business consideration will then dictate a determined opposition to an economic war against Germany purely as a matter of revenge.

"This proposal is concerned only in making clear to the business men of Germany that a continuance of the present German military autocracy will compel the rest of the world to unite in a business opposition to Germany as an act of self-preservation.

"The difficulty of getting such a report into the hands of German business men is real, but not insuperable. The following possibilities are clear:

"1. In spite of rigid censorship a great deal of news is getting into Germany from the nearby neutral press. The papers of Switzerland, Sweden, Denmark, Holland and other neutral countries are getting into Germany constantly. With this resolution published in Switzerland alone, we could be practically sure of its getting into the hands of German business men.

"2. There are, throughout the neutral countries, business men, members of the International Chambers of Commerce and otherwise, who, if this resolution were placed in their hands, would have many opportunities to discuss the matter with individual business men of Germany upon their frequent visits to these neutral countries. German business men are visiting Switzerland, Holland, Denmark, Sweden and other countries constantly. This word-of-mouth communication of the report would spread the idea widely. Our personal correspondence with these neutral business men would help greatly.

"The business men of the United States are effectively organizing their collective forces behind the Army, but have not yet made their after-the-war ideas clear to the German business interests. A clear statement of what the attitude of the business men of the United States toward Germany must be, until the Government becomes responsible to its people, will add yet another argument in the case for a democratized Germany. We believe with President Wilson that 'the world must be made safe for democracy,' and we feel that in the future our business men cannot safely tolerate free commercial intercourse with people who choose to maintain a military autocracy."

Newmyer Works for 1919 Convention

A. G. Newmyer, business manager of the New Orleans *Item*, is to make a three-months' tour of the country to tell advertising men that New Orleans wants the 1919 convention of the A. A. C. of W.—and why.

Kansas City Ad Woman Makes Change

Miss Maud B. Flowers, who has been advertising manager of the Jaccard Jewelry Co., Kansas City, for the past six years, has become advertising manager of the Robert Keith Furniture Co., also of Kansas City.

Miss Simmons' New Position

Miss Minna Hall Simmons, who has been with the Blackman-Ross Company, New York, has become associated with John Campbell & Company of that city, who are prominent in the dyestuff industry.

Pettit Now Secretary of Wallis Tractor Co.

B. M. Pettit, who has directed the advertising of the J. I. Case Plow Works and the Wallis Tractor Co., Racine, Wis., for the past year has been elected secretary of the latter company.

H. W. Goewey With "Truscon"

H. W. Goewey has resigned as advertising manager of the Saxon Motor Car Corporation, of Detroit, to take a position with the Truscon Steel Company, of Youngstown, Ohio.

Big Promises Versus Big Results

¶ How many advertisers, after having rosy promises made by an advertising solicitor, have accepted those promises at their face value, only to record a failure at the end of the campaign.

¶ Through inexperience, through over-anxiety, through necessity for orders, a clever solicitor can easily make big promises, but the worth of those promises should be judged by his past records.

¶ We are specialists, soliciting Poster Advertising only. No circumstances demand big promises of us, because our record stands. We have made numbers of Poster Advertising successes for big advertisers over a period of years.

¶ Sure of our ground, we offer the national advertiser these big results versus big promises! It is not necessary for advertisers to take chances, where responsible specialists can be used.

Poster Advertising Co., *Inc.*

Postal Life Building

511 Fifth Ave. New York City

Atlanta Chicago Cincinnati Cleveland
Milwaukee Richmond St. Louis

Manufacturer's Name Not Enough for Copyrightable Label

Label Must Be Descriptive of the Goods

ANY number of manufacturers, anxious to put through at Washington without undue loss of time copyright entry for labels, are "held up" by what must appear to many business men as insignificant details or trivial exactions. Of late, the number and likewise the proportion of these delays have, if anything, increased, and an investigation for PRINTERS' INK discloses that most of the disappointments have been due to an expectation that Patent Office officials will place a more liberal construction than they are willing to place on the requirement that a label shall be descriptive of the goods on which it is placed.

Time and again advertisers have been told—and assuredly not without some cause—that examiners of labels at the United States Trade-Mark Division are disposed to be lenient in the extreme as to what constitutes description of goods as incorporated on a label. In proof of the disposition to give the labeler the benefit of the doubt, there has often been cited the historic case wherein a picture of a beer keg was accounted descriptive of beer. Similarly there are current instances innumerable where labels bearing pictures of oranges, apples or other products have, even though unaccompanied by any text whatever, been construed as adequately descriptive.

However, this official ease of conscience with respect to the descriptive element in labels has its limits. One limitation to which an increasing number of advertisers have recently run counter is that which does not account adequate copy for a label the name and address of the manufacturer. To the layman it may appear a case of splitting hairs to accept a mere untitled picture and yet reject the name of a manufacturing firm, when that name indicates to every user or prospective user of the goods the character of the contents of a labeled package, but that is the rule that is followed at Washington.

As further indicative of a surprising strictness in this quarter it may be pointed out that the Patent Office allows as sufficiently descriptive of goods a mere unqualified identification of an article, as "soup" or "sweater" or what not, and yet it will not accord entry to a label that, in lieu of such designation, presents merely a corporate name that in effect conveys that same idea of identification. That is to say, a label bearing the single word "soup" in a design of some artistic merit would be passed and approved when a challenge would be issued against a label which, instead of the identification indicated, bore merely the name The Soup Company, Incorporated.

One explanation of the severe havoc worked by this regulation at the Patent Office is found in the desire of many label users to copyright ready-made labels which they have acquired from lithographers who make a business of supplying entire industries, such as the cigar trade. Many of these stock labels, in order to permit of promiscuous application, are ornamental in character, but not calculated to identify any one specific branded product. Frequently a business man conceives the idea of investing such a stock label with qualifications for copyright by imprinting his firm name. This addition to the text does not suffice. There is no objection to a firm name if accompanied by the name of the article or other descriptive matter; but alone it is valueless.

Moon Agency Increases Capital Stock

The Byron G. Moon Company, conducting an advertising agency at Troy, N. Y., has voted to increase its capital stock from $10,000 to $25,000.

Reasons for Modifying Free Trial Offer

(*Continued from page 20*)

too great delay in shipping, such as occurred a few weeks ago, due to heavy snows, etc., but our returns as against our total volume of business certainly do not exceed 5 per cent."

Mr. Babson states that this percentage is "considerably less than the majority of large houses." Ten per cent returns is a very common figure. There are many who have a percentage of fifteen. In fact, one of the men connected with the Oliver advertising informs us that their returns run up to about that. The returns that each house receives may appear trifling in proportion to its total business, but take all this returned merchandise in the aggregate and it certainly justifies us in saying "that products sold in this way do not always stay sold." Even if these returns could be cut down only one per cent it would be a saving worth while. Certainly if the free trial is a necessary vital part of a business, it cannot be eliminated. We grant that. But the trouble is many houses have never determined whether or not the trial is so vital. They have assumed that it is necessary, and have not attempted to get along without it. Our contention, however, is not that the trial be eliminated in every case, but that where possible its terms be modified. If only a few houses were using the free trial, perhaps this suggestion would not be so important, but the facts are that a vast quantity of merchandise is being sold on trial. One can find that out in a most casual examination of the subject.

Most certainly people do send for goods out of curiosity. Probably "curiosity" isn't the right word. They send for them so as to compare them with goods that they have had sent from some other house. This became very common in the retail field. A woman would go to three or four stores and have each of them send a garment to her home. She then selected the one she liked the best and returned the rest. People did the same thing in ordering by mail or at least they did until they were asked to send the money in advance or were made responsible for the freight or express charges in case they returned the shipment. When we counseled the modification of the free trial we meant, among other things, that it be arranged so that people couldn't abuse it in this way.

IT IS EASY TO GET MONEY IN ADVANCE

The third objection which the Oliver Typewriter Company makes to our editorial is ridiculous, if we understand it properly. Perhaps the company has confused the free trial with selling on credit. Credit selling has nothing to do with the subject under discussion. Getting the money in advance or at least a payment, or else sending the shipment C. O. D. has become almost the general rule in mail-order selling. There are exceptions to it, of course. We are asked for our authority. Well almost any mail-order house will do, say Sears, Roebuck & Company, the National Cloak & Suit Company, or Montgomery Ward & Company.

Regarding this point we would ask the Oliver people to read the article by L. L. Newton, secretary Luther Grinder Mfg. Co., in our issue of March 28.

The William Campbell Company, of Detroit, which has been notably successful in selling its fireless cooker by mail, states: "In selling all of our goods we insist on cash accompanying the order, so that we do not get any curiosity seekers." The William Galloway Company says that "a man has to be financially responsible, or deposit the value of the goods in his home bank before we will ship." The Monmouth Plow Factory, of Monmouth, Ill., sends its goods on approval, but gets the money in advance. H. C. Phelps, president of the Ohio Carriage Company, of Columbus, Ohio, tells PRINTERS' INK:

"We require either payment in

full with the order or the money deposited with some bank. We feel that if we had sent out goods on trial without any cash payment in advance or any deposit, our returns would, of course, have been very much larger. We do not feel that it would be practical to ship a vehicle, for illustration, on a positive free trial without any payment whatever made in advance because there are so many things can happen to it in transit, and as shipments are handled in these days, there is almost sure to be some damage done in some manner before the goods reach their final destination. In many cases this is a slight damage, but greatly exaggerated by the buyer, and, of course, if the goods were not paid for, there would be an opportunity for greater exaggeration, which would mean either a big allowance for an adjustment or a return of the goods.

"We should say emphatically that we would be very much opposed to a free trial plan that did not provide for payment in advance, or the money for goods to be deposited in some bank."

The Ottawa Manufacturing Company, of Ottawa, Kans., must receive all or part of the sale price when its engines are delivered to the railroad. It agrees to take back engines when they fail to fulfill the guarantee. The company then has the right to send a new engine or to return the money. When the "customer realizes that unless the engine is defective, he will be out all freights, he learns to operate it and becomes a satisfied customer." Before the company adopted this plan it says that "many of our customers would take out engines on trial and when they had finished their work, return them at our expense."

The A. J. Kirstin Company, of Escanaba, Mich., manufacturer of stump pullers, makes the local banker the stakeholder in its relations with customers. It offers three per cent for cash and gets it nine times out of ten. Any amount of additional evidence could be adduced showing that it is a very common thing in selling specialties on trial to get the money before making shipment.

Now as to the fourth objection. The fact that the Oliver Typewriter Company has been successful in using the free trial does not prove that there is no waste in this method. The fact that Marshall Field's is a very successful store and is liberal in taking back goods does not prove that it is not possible still further to curtail the return merchandise evil. To say that any method of selling is so perfect that it cannot be improved is to be hidebound.

We don't believe that it is good accounting practice to regard as "sold" goods that are out on trial, and that are not paid for. The Oliver people confess that they are thousands of machines behind on their orders. In that case we believe actual orders should be filled before trial machines are put out. We don't believe a real buyer should be kept waiting while some one is "trying" the machine. It is for this reason that the Royal Typewriter Company discontinued putting out machines on trial during the present shortage of materials. The company felt it was not good business policy to keep actual customers waiting while some other person is trying to make up his mind whether or not he wants the machine. The Underwood company when asked if it was giving a free trial on its product stated, "Free trial? Not for two years. Why should we when we are thousands of machines oversold?"

And this oversold condition brings out the fact that this free trial proposition is linked up with the whole conservation movement. It is not concerned with the transportation situation entirely. With materials scarce, no concern should play up the word "Free" too vividly with regard to its product. For this reason there has been an abeyance in sampling since the war started, and in other selling practices that

in normal times are legitimate.

We feel that the Oliver Typewriter Company attaches too much importance to its free trial plan. The strong, generous, intensive advertising that the company is doing is unquestionably the big factor in its success.

In conclusion, PRINTERS' INK wishes to make it clear that it is not opposed to the free trial plan per se. In selling many things, especially new untried articles by mail, the trial method has proved its value in numerous instances. Thank goodness the old caveat emptor principle of doing business has been abandoned. In America we believe that the customer must be pleased. Practically all our businesses have been built on this new and just principle.

We believe, however, that this very principle often causes shiftless selling. Everything is done to get goods into the hands of the consumer with the hope that after they get there they will sell themselves. This is wrong. We hold that the free trial plan is used in some lines where it doesn't have to be used. In other lines it is used longer than is necessary. Some houses play it up more sensationally than they are obliged to. Many concerns give a free trial, not because they want to, but because their competitors do.

Stronger advertising, better methods of cataloguing and more intensive selling will cut down the volume of returns, regardless of the plan of selling followed. This is not theory. The recent history of business proves it. The wonderful progress that the mail-order houses have made is due to this fact, especially to more thorough methods of cataloguing.

To conclude, let us quote this statement from H. H. Johnson, of the M. M. Johnson Company, Clay Center, Neb. Mr. Johnson is regarded as one of the keenest specialty mail-order men in the country. He sums up the whole case:

"Personally, I am much opposed to much play being made on the free trial proposition. We use it as little as possible. In past years in our line of business the free trials have played a very prominent part in our newspaper and magazine advertising, and with other sensational statements, they have been producers of thousands and thousands of inquiries. It seems necessary in order to jar loose inquiries, to make very strong statements. The most absurd kind of statements, that thinking people would pay no attention to, have the knack of drawing inquiries, and as I have already said, it used to play a big part in the incubator and brooder advertising. Present day advertising is considerably modified. Part of this is due to censorship placed on copy by publications, and part of it is due to the manufacturers themselves realizing that there must be a limit to their promises.

"As a matter of course, no incubator will do good work unless it is given good eggs and has proper attention. It is, in fact, only one-third of the necessary apparatus; the other two-thirds being the care and the eggs, and there is no reason why a manufacturer should play his trial offer as the biggest inducement in making a purchase of his incubator. It is our conviction when a customer purchases an Old Trusty, that he should assume the responsibility for its proper operation, and we do not intimate or infer that we will not hold our customers responsible for such proper operation. Also we show that we expect the eggs to be hatchable eggs, and we guarantee the incubator to be made in such and such a way, and to do such and such work, always with the provision that good eggs are to be used, and that it is to get care from the operator. We don't ask the impossible, nor do we encourage our customers to ask the impossible of us. If all advertisers would agree to modify the free trial proposition, it would without doubt have some effect on the volume of traffic. Most advertisers would welcome this change."—[*Ed.* PRINTERS' INK.

Stage Setting Direct-Mail Campaigns

The Little Things That Spell Success or Failure

By M. B.

I NEVER had much respect for the show business until one day an actor man took me "behind" and showed me things on the seamy side of the curtain—the infinite mass of detail for carpenters, electricians, property women and a score of others no one ever sees—but just let them fall down on their jobs and the audience wants its money back.

Now that's the way selling by mail looks to me after seven years as an advertising stage hand. If your work has not caused you to wander back of the footlights you see only the finished job, the view one gets from the dress circle. The campaign is clever or it isn't clever, it pays or it doesn't pay. To you it is a thing to be glanced at and forgotten, but it doesn't look that way at all to the stage manager to whom a misplaced spotlight is more awful than a false note from the prima donna.

Many a splendid plan for a direct-mail campaign has gone wrong because it lacked the proper stage setting; more have failed to register because the show was put on by amateurs. Like many another thing which taken in whole looks pretty large, selling goods by means of Uncle Sam's grey-coated army is nothing more than the sum of a great many details, any one of them small in itself, but surprisingly important when taken with others.

For instance, one of the hardest jobs I have had is to make the office boy insert the return card inside the folded letter instead of sticking it in the envelope before the letter is inserted. He says I'm a "nut," but the fact remains that more cards come back when enclosed my way than his. We've proved it by splitting a list in two and using return cards of different colors. The return card has a lot to do with whether the prospect replies or not. If the card is inside the letter it cannot be overlooked. If left in the envelope when the letter is pulled out it is often missed.

When I suggested to my boss that our highly specialized mechanical product could be marketed by mail he laughed at me, and remarked that my plan was a good deal like the tracts mission people distribute among deep-sea fishermen, all right in their way, but if you wanted to get results you had to send out a good, two-fisted sky pilot.

"WHY DOESN'T IT WORK FOR US?"

This is the view of a great many manufacturers. They concede that the big mail-order houses have done wonders, but for some uncanny reason the same methods cannot be applied to their business. Usually they tell you they have tried it and it doesn't work. Later you find that the letters were composed by the sales manager, mutilated by the president and revised by the treasurer with the help of the factory superintendent, while the matter of mailing pieces was left largely to the mercy of the village printer. None of them has the time or patience for the vast amount of detail and vexation a successful direct-mail campaign involves, and these are the things I want to talk about, for it is the little things which mark the difference between success and failure.

Now if you are looking for a story of how I took my skeptical chief and showed him his method of merchandising was all wrong, caused him to fire his salesmen and go into the mail-order business you are going to be disappointed, for nothing like that happened. We now employ more salesmen than we ever did, in spite of the fact that we are

STILL ASCENDING

To a gain of 1,522,000 lines in 1916 and more than 1,000,000 lines in 1917 THE JOURNAL has added

162,370 LINES GAIN

for the first three months of 1918, thus increasing its supremacy in Milwaukee, "City of the Journal."

Advertisers find the Milwaukee public very responsive because its prosperity is real and lasting, resting on the solid foundation of manufacture with the world for its market.

Read in more than 90% of the English-speaking homes of Milwaukee, THE JOURNAL is the newspaper that can single-handed sell your goods to the people of Milwaukee—and at a lower cost per thousand circulation than any other Milwaukee paper.

More than 120,000 Circulation

The Journal has a circulation greater than that of the four other evening papers combined.

SUPREME IN MILWAUKEE DOMINANT IN WISCONSIN

THE MILWAUKEE JOURNAL

Foreign Representatives
O'MARA & ORMSBEE, Inc.
New York and Chicago

H. J. GRANT
Business and Advertising Manager.

The New York World

Breaks All Previous Records!

Figures for the first three months of 1918 show The New York WORLD leading all newspapers of the Metropolis by a wide margin. In March alone The WORLD carried 1,351,850 lines, a gain of 163,205 lines and the greatest volume carried by any New York newspaper.

RECORD FROM JAN. 1 TO MAR. 31

	Volume Lines	Lines World's Lead
WORLD	3,236,284	
Times	3,106,112	130,172
American	2,282,166	954,118
Herald	1,595,674	1,640,610
Tribune	959,033	2,277,251
Sun	883,145	2,353,139

PREVIOUS RECORD PERFORMANCES
For the Month of March

1912	1,109,019	1915	843,679
1913	1,184,696	1916	1,000,584
1914	1,024,624	1917	1,188,645
		1918	1,351,850

Constant profitable returns from a dominant newspaper are responsible for this remarkable showing.

The New York World

First in the First City

investing a large sum every year on direct-mail advertising and it pays. We have found that because of this advertising salesmen can be worked more profitably. Two weeks before a man goes into the territory we throw the spotlight of direct advertising ahead of him, and he has inquiries to work on instead of having to ring doorbells. Even when inquiries are scant the prospect has heard of the house through our prestige advertising in the "class" journals, and that saves a lot of the salesman's time.

No, I'm not going to brag about how I put one over on the boss, for I didn't. The fact that we now consider the marketing of our mechanical device by mail an every-day occurrence is more the result of his good judgment than mine. After he found the gun would work he directed the fire. On second thought, I don't believe I had really much to do with the success of the campaign, for even in its early stages I took counsel from a friend, an old mail-order man. It was he who first explained to me what a good sales letter is.

MAKE YOUR LETTERS WORTHY OF YOUR HOUSE

"You've got to plan your letter just like you'd hire a salesman," he said. "Now there's old Doc Miller. He's a perfect gentleman. His appearance is without fault. His English is perfect. He knows what he's doing every minute—but you wouldn't send him out to sell your goods. Why? Simply because he's too durn' perfect. The trade would respect him, but he'd never get next to them in a thousand years. He'd scare them stiff by his formality and correctness.

"Or take our old friend Jimmy, the bar hound; he's a good scout in many ways outside of the fact that he drinks too much booze, but would you send him out with his fresh stories to represent your house? Nay, nay.

"And it's the same all along the line. The man you would pick to sell for you is the straightforward chap who means business right from the drop of the hat and knows his line. But even these qualities wouldn't make him a top-notch salesman. He'd have to be human, the kind of a man who makes friends and holds them.

"Now that is just what your letter must be if it's going to get your story across. Don't make it too precise and perfect or you won't get any further than Doc Miller. If you feel inclined to get fresh just think what a hit Jimmy would make trying to tell that one about the Irishman and the grapefruit to Charles M. Schwab. Don't study the other fellow's tricks and try to imitate them. The best you can do is to put *yourself* into your letters—your personality. And if you haven't any, may the Lord have mercy on you!"

Now right there is the big thought in letter writing—truth that has been demonstrated in every successful campaign. I would like to go into it more fully, cite instances which proved that it is sure fire, but I started out to tell about little things, and that's a big thing—the soul of it all.

All the authorities on letter writing tell you to make your opening and closing paragraphs the big thing—to give them the bait in the lead, and the hook in the wind-up. Well, I don't know. The opening is important, of course, but I doubt if a good closing paragraph is worth much in a letter that sags in the middle. If you really have something to say, and don't try to fool the reader too much at the start, you can usually carry him through.

On the subject of letters there are several things which I have learned—little things—so trivial that I hesitate using space to repeat them, and I would not if each one of them had not been pounded into my head by experience, and there may possibly be a few others as dull as I.

Go light on colored stationery unless you are selling something to which the color is particularly

appropriate. Black ink on white paper is hard to beat.

Put the neatest girl at your disposal at the work of filling in names and addresses on process letters. No one is fooled by a process letter any longer, but by the same token everyone is annoyed at receiving one on which the filled-in part is out of line.

See that the street address of your firm is on every letter head and mailing piece that goes out, even though you are the best-known business in your town. It bothers some people in replying, and that is what you want to avoid.

Make your paragraphs short. You always pick out the magazine story which has lots of conversation. Use only direct statements of fact, do not qualify your statements. If what you have to say isn't true, don't say it.

Something that will appeal to a man's past experience makes a mighty fine lead.

Watch your spelling carefully. If you are a congenitally bad speller turn all your letters over to some clerk who can spell.

Always remember the buyer is absolutely selfish. He doesn't care how pretty your machine is or how much thought you have put on it; he wants to know what it will do.

Hold to just one idea in each letter. If you can put that across you deserve a medal.

Read the newspapers. If you are selling kerosene stoves, put your sales letter into the territory where they are breaking up furniture for fuel.

Don't use long words. The fact that you went to college isn't going to help out the fellow who has to read what you write.

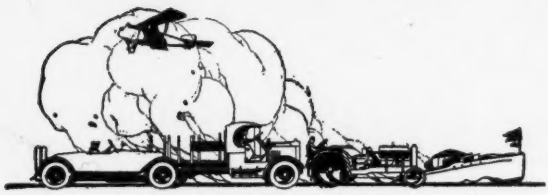
And most important of all: Don't forget to stop when you are through.

LETTERS MUST NOT BE MADE TO SHOULDER WHOLE LOAD

In selling this mechanical device of ours I have found I had a tendency to try to say too much in the letter instead of leaving that to the circular which went with it. Quite a long time ago I came to view the letter simply as a handshake, a means of establishing the personal touch. I am firmly convinced that is the letter's only mission, and that the work of explaining in detail what you have to offer belongs to the mailing piece. Time was when many capable direct-mail salesmen contended that no circular should accompany the letter, but that was back in the days when people still thought they were fooling their friends into believing that the process letters they sent out were personally dictated, girl-typewritten messages. Now the process letter is recognized at its own face value as a convenient way of handling large correspondence, and it has won a certain amount of respect for itself. Why refrain from putting a circular in a form letter when you will enclose three or four for reference in a carefully dictated letter to the man from whom you expect to get a large contract?

In the years that I have been watching direct-mail work from the vantage point of a stage hand I have come more and more to have faith in the mailing piece. Even the little circular which goes with the form letter can be made into a live salesman—but that's not just what I want to say, either. The letter should be the salesman, the circular or booklet the demonstrator. The letter should go to the prospect with a pleasant smile of good will. It should say to him: "Old man, you need this device I'm selling. It will save you money, or labor, or cuss words, or something. What is it like? Oh, just look over there at my friend Bill the Booklet. He'll tell you. That's his job to describe things and explain the details. My job is simply to show you that you need the device and that you can get it easily if you want it. It's up to Bill to tell you about how it works."

At this point the booklet steps in and the sales letter modestly retires. The booklet's argument is straight to the point, sans ama-



A Changed Industry

When the history of this war is written its remarkable effect on one of the greatest industries of this country (the making and marketing of automobiles) will only begin to be appreciated. With the pressure of military needs the industry was changed almost over night. The humble truck and the hitherto experimental airplane suddenly crowded the automobile factories, the demand for food for our fighters and our allies focused its hope on the farm tractor, and the production of passenger cars assumed a relatively minor role.

The Class Journal Company with its business papers covering the manufacturer, dealer and consumer of automobiles was awake to the situation even before the industry itself.

Only a great organization could meet such an unprecedented switch. New manufacturing problems had to be discussed, new engineering data disseminated through the editorial columns, new merchandising outlets opened up to the dealer.

One small instance of how this was done is evidenced by a recent investigation conducted by the Class Journal Company's Research Department. This was brought about by the sudden rise to importance of the farm tractor and the distributing problem brought up by this situation. The results of the Class Journal investigation revealed facts that are of vital importance to every one interested in any phase of this industry.

The tabulated results are on file at the offices of this Company and will be gladly shown to those interested.

Only a great live organization could have foreseen and kept pace with such a radical change in an industry.

MOTOR AGE MOTOR WORLD
• AUTOMOTIVE INDUSTRIES •
• EL AUTOMÓVIL AMERICANO •
COMMERCIAL VEHICLE MOTOR BOAT

The Class Journal PUBLICATIONS

The Class Journal Company, 239 W. 39th St., N.Y.
Mallers Building • • • • Chicago

Window Displa

that d



PEOPLE stop and look at a pretty picture, but they do not look long unless it tells a story—

Your window display must more than make the public stare—it must tell *your* story—it must demonstrate your goods, their purpose and desirability to such good effect that the instinct to buy is immediately aroused.

The attention of the passer-by once arrested

THE MUNRO &
LITHOGRAPHERS
416-422 WEST 33

ADVERTISING LITERATURE,

nstrate and dominate!



must not wander, and your window display and your product must be strong enough to dominate the window.

If you are seeking a window display that will fit in with your advertising campaign, and demonstrate your product in a practical way, you will also want it "fool-proof," and economical in distribution. We seek an opportunity to discuss ideas and plans with you.

& FORD COMPANY
COLOR PRINTERS
EET, NEW YORK

ND WINDOW DISPLAY ADVERTISING

COLLEGE OF BUSINESS ADMINISTRATION
Boston University



Seven Specimens of Distinction

We have prepared a Portfolio of Velumet Cover Suggestion Folders which show the superior and artistic adaptability of this stock for high-grade cover use.

We shall be glad to send one of these attractive Portfolios to advertising and printing executives writing us upon their business letterheads.

A. M. COLLINS MFG. CO.
PHILADELPHIA
New York *Chicago*





teur salesmanship, sans hot air. It tells what the device is like and how it works. It shows every part inside and outside. It explains how it meets the prospect's selfish needs. In short, old Bill the Booklet gives a thorough demonstration of the article just as a salesman would, and when he gets all through he tells what the price is going to be.

This seems to me the proper division of responsibility between the sales letter and the enclosure. One should be the salesman, the other the demonstrator.

LETTERS BOLSTER UP THE OTHER ENCLOSURES

Mailing pieces in our particular case seem to be more productive when accompanied by a letter. Why this is true I do not know, for it would seem easy to prepare a folder which would be both salesman and demonstrator, but the fact remains that those having letters bring back the greater number of replies. However, we find it is good policy to alternate, to send a form letter with enclosure under first-class postage and about ten days later follow it with an attractive mailing piece, then another letter and mailing piece after an interval of about two weeks, sometimes a third letter, and if that does not bring a reply the prospect is usually dropped unless he happens to be on our permanent list composed of trades and professions which need our product. These are followed up at regular intervals by both letters and mailing pieces whether they reply or not.

To go into the "little things" seven years have taught me about mailing pieces would be a tedious job, for we have hardly published a circular which has not taught me something, so I shall give a few general conclusions based on my experience, and you can take them for what they are worth as the findings of one man:

Good clean composition and make-ready are indispensable no matter how seemingly unimportant the job. The buying of "cheap" printing is a mistake most direct-mail salesmen make when they first start out. No need to waste money on "fancy frills," but every piece should be good of its kind. Whatever it costs to get your story across in proper form—that's what you should pay for each mailing piece whether it is $10 or $10,000. Economy is all right, but scrimping is waste.

Don't go in for special folds and patent fastenings. If you want to make a splurge put your money into stock and extra colors. Board covers on booklets are a good "buy."

Blueprints printed by means of intaglio plates are good to show mechanical subjects. They appeal to engineers and mechanics.

Beware of small type. Remember that by the time most people have made enough money to be worth going after they have difficulty in reading below ten-point.

Always keep in mind that your copy may come under the eye of your maiden aunt. Be as bright as you like, but don't say anything which might offend her ideas of good taste.

Be sure the container for your mailing piece is strong enough to insure it reaching its destination in good condition. Half the mailing pieces sent out are more or less damaged when they arrive.

Doesn't Want Sugar Advertised

The United States Food Administration "does not deem it good practice or advisable" for grocers to advertise sugar at this time. Such, at any rate, is the advice which the local administrator for Mercer County, Pennsylvania, gave a grocer who applied to him for information on the administration's attitude.

The *Modern Merchant and Grocery World* states that a Philadelphia grocer recently had his store closed by the Food Administration for advertising sugar through circulars.

Hodgkins Leaves Studebaker Sales

R. T. Hodgkins has resigned as general sales manager of the Studebaker Corporation, South Bend, Ind. He became general sales manager in 1915, having been promoted from assistant sales manager.

Repeal of Sherman and Clayton Acts Asked by U. S. Chamber of Commerce

Country-Wide Referendum Planned in Strong Effort to Repeal Sherman and Clayton Laws, Thus Securing War-Time Efficiency

BIG business will make a determined effort to secure the repeal of the Sherman and Clayton acts.

Leading business men of the country expect to have a referendum among themselves on the subject of asking Congress to replace the present anti-trust legislation by new and constructive laws which shall allow combination to the limit.

This was decided upon in the meeting of the Chamber of Commerce of the United States at Chicago last week.

Among the three thousand delegates, representing nearly five hundred thousand individual members and practically every big commercial enterprise in the country, there was not one single dissenting vote to this programme.

It was the unanimous sense of the delegates that combination within proper limits should replace industrial competition.

The suggestion came from the American Drug Manufacturers' Association.

The main consideration behind it was that of war-time efficiency. It was declared that pooling and trade agreements are absolutely essential in order that capital and industry may get lined up properly and unitedly in the solution of war-time industrial problems.

The resolutions urged the closest scrutiny on the part of Congress of all proposals looking toward the control of industries.

It was insisted also that preservation of public utility companies was pre-eminently important and that sympathetic hearing should be given to their appeals for assistance and relief.

The platform adopted by the meeting points out the seeming inconsistency between the object of the Sherman and Clayton acts and the policy of the Government in adopting economic co-operation as a means of winning the war. The fact that the Sherman and Clayton acts require compulsory competition was declared to be a great obstacle in the way of business doing its very best to win the war. A regulated concert of economic action was strongly demanded.

As a matter of course the keynote of the whole convention was the war and the things business should do to help the country gain a complete victory. The discussion was good tempered and dignified throughout, although there was no kid glove handling of war problems in the fear that somebody's feelings might be hurt. Things were called by their proper names. Speakers roundly denounced German war-time cruelties, calling the Germans despoilers of cities, violators of women, murderers of babies and poisoners of wells.

"Let us save and serve, for tomorrow we crush the Hun," advised Charles S. Hamlin, of Boston, member of the Federal Reserve Board, speaking as the mouthpiece of Secretary McAdoo. "Compared with the Kaiser and his military oligarchy, Sitting Bull was a philanthropist and the late Mr. Moloch was a benevolent gentleman in slippers and spectacles."

THE PART BUSINESS PLAYS IN WINNING THE WAR

Mr. Hamlin said that to win the war there are two absolutely necessary things which the American people must make up their minds to do.

1. Increase the production of necessities for war in the United States.

2. Reduce the production and

Manufacturers
Try Classified Now!

If you have never used Newspaper Classified Advertising in a national way, right now is the time to give it a trial. By using our lists of newspapers throughout the United States, you can reform your depleted ranks of salesmen or agents; get male or female help of any kind. Newspaper Classified is economical and efficient—you get *immediate response* without delay or wait.

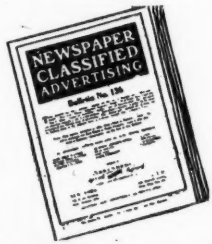
Use List No. 267 for a Trial
45 Eastern Papers $19

Agents, Salesmen, Help, 30 words, one time.....$19.00
Each additional 6 words....$3.80

Business Chances, Lands for Sale, etc., 30 words, one time..$20.00
Each additional 6 words....$4.00

Display-Classified, per agate line..$4.65

Wilmington (Del.) News
Washington Herald
Washington Post
Cumberland Times
Atlantic City Gaz.-Review
Atlantic City Press
Frederick Post
Camden Post-Telegram
Elizabeth Journal
Newark Star-Eagle
Passaic News
Paterson Press-Guardian
Albany Argus
Albany Times-Union
Amsterdam Recorder
Binghamton Press-Leader
Buffalo Courier
Elmira Advertiser
Gloversville Herald
Jamestown Journal
New York World
Niagara Falls Gazette
Poughkeepsie Eagle-News
Rochester Herald
Schenectady Union-Star
Syracuse Journal
Utica Observer
Watertown Times
Allentown Call
Altoona Times
Butler Citizen
Erie Dispatch
Harrisburg Patriot & News
Johnstown Tribune
Lancaster Intelligencer
New Castle Herald
Philadelphia Telegraph
Pittsburgh Press
Scranton Republican
Uniontown News-Standard
Wilkesbarre Times-Leader
Williamsport Sun
Charleston Leader
Wheeling Intelligencer
Wheeling Telegraph



Write Today for Bulletin 136-P

Compiled for use of Manufacturers, Merchants, Jobbers, Mail-order Houses, Importers, Exporters, Brokers, Real Estate Men, Land and Ranch Owners, Financial Institutions, Banks, and all business men who want *quick action*. Contains 1000 papers listed in suitable combinations to fit any amount you want to spend. Groups arranged according to population; others grouped by location (sectional and State). All lists included because of their pulling power based on records of results.

OUR SERVICE saves you time, trouble and expense. One copy of your ad is sufficient—we print the others. For full particulars about newspaper Classified ask any Recognized Advertising Agency or write direct to us today for Bulletin 136-P.

NEW YORK
702 World Building
Tel. Beekman 2252

ARKENBERG Special Agency
PUBLISHERS' REPRESENTATIVES

CHICAGO
1120 Lytton Building
Tel. Harrison 5508

A Clearing House for Newspaper Classified

2 Cents

THE EVENING SUN

2 Cents

180,998

Copies a Day

Four Years of Progress

From the One-Cent
Into the Two-Cent Era

Government Report
Six Month Period Ending April 1st

April 1st, 1914	110,056
April 1st, 1915	140,203
April 1st, 1916	170,464
April 1st, 1917	186,185
April 1st, 1918	180,998

"New York's Most Powerful Evening Paper"

Now 2 Cents a Copy

consumption of luxuries and non-essentials.

"In other words," he said, "this war must be largely financed out of the savings of the people. We have a national wealth estimated, I suppose, from $200,000,000,000 to $250,000,000,000. Our income is estimated from $30,000,000,000 to $50,000,000,000. Our net savings I have heard estimated as high as $15,000,000,000.

"Now, there are two extremes. We hear people say, 'Business as usual.' We hear others say, 'Absolute destruction of non-essentials.' I hope we can find a happy medium. Non-essentials should be changed gradually to essentials. Labor should be gradually released and mobilized and shifted from the non-essentials to the essentials. But when we talks of 'Business as usual' we might as well say, 'Let us eat, drink and be merry, for to-morrow we die.' Our motto should be, 'Let us save and serve, for to-morrow we crush the Hun.'"

But when a resolution came up declaring that all publications in the German language should be suppressed in America the thing was tabled, although by a very close vote.

The discussion on this was animated until F. A. Seiberling, president of the Goodyear Tire and Rubber Company, suggested that the convention in its patriotic fervor might be getting into a little difficulty. Mr. Seiberling pointed out that the important thing to do with the alien in our midst was to Americanize him. He did not know how this Americanization could be brought about except through the language the alien understands.

Various speakers pointed out that the big problem before America was that of fusing the races of the country so as to promote true national unity during both war and peace times.

The convention declared that shipbuilding was the one great war measure to which everything else should be subordinated.

The members had heard stirring addresses from Secretary Daniels, Secretary Lane and Lord Reading. They had heard an appeal from former Premier Crawford Vaughn of South Australia, in which he declared that "For God's sake hurry up" should be the slogan of all the allies in the matter of shipbuilding. The tremendous importance of the shipbuilding proposition was brought before the convention so imperatively that the members hesitated not at all in urging the business men of America to devote their entire energies to aiding shipbuilders even to the extent of making their private interests secondary.

The resolution originated with the war shipping committee, of which Edward A. Filene, president of William Filene's Sons Company, of Boston, is chairman. Mr. Filene has an office in Washington and is giving his time to getting the aid of business men for the shipbuilding campaign.

"When Chicago had its great fire," said Mr. Filene, "everybody gave up his business. Everybody gave up all thought of anything else except to do what he could to help.

"The present critical lack of ships is more dangerous than a hundred conflagrations. American energy and American willpower will rebuild every city that a conflagration destroys, and often rebuild it better, as Chicago proves. But if our bridge of ships is broken during the spring or summer, and there is danger that it may be, then it will take the rest of our lives, all our resources, and the lives and resources of the allied nations to repair that tragedy.

"We are staking the lives of our soldiers on the faith that the American people will supply those ships and will not allow our boys to be without ammunition and supplies. It is a stirring thing we are doing. History will tell it as one of the grand events of time. Our taking this risk in answer to the call of our allies, in spite of the lack of ships, makes it one of the greatest adventures of history.

"We can supply the ships needed, we will supply those that are needed, but we can supply them only if, as individuals and especially in our functions as members of business, civic and philanthropic organizations, we pledge ourselves definitely, by vote and resolutions, to make all our private business secondary to helping the shipbuilders and the makers of ships' parts.

"We call upon the citizens of communities who have no need of taking in boarders that they take in shipworkers, because of the lack of buildings for the men, until the Government can provide quarters. In spite of the $50,000,000 appropriation, it will be five or six months before these quarters can be made ready.

"With regard to transportation, we call upon communities to make sacrifices. Some of the men have to waste from two to four hours a day going to work and returning. If necessary the transportation systems should be given up to these men. Owners of automobiles, if necessary, can do a splendid service by taking the men quickly to the yards."

The convention was thoroughly sold on the concrete ship proposition after an address on the subject by Leslie Comyn, of San Francisco. It indorsed the Emergency Fleet Corporation's recommendation to Congress that $50,000,000 be appropriated to construct concrete ships.

The convention also declared for universal military training both as a policy of extreme moment now and as essential to the progress and security of the nation in times of peace. Stirring resolutions favoring the Third Liberty Loan were adopted.

The Chamber approved the action of the War Industries Board to stop the hoarding of materials intended for export after the war, and called upon the industries of the country to accept no order for the manufacture of materials, equipment and supplies intended for export until the purchaser had first procured from the War Trade Board an export license or from the War Industries Board a permit to make such purchase.

It called on the War Industries Board to designate as soon as it feels justified what industries are essential for the conduct of the war.

It urged the passage of a law providing for the payment of income, excess and other special war taxes in installments.

Government control of prices was dealt with by a declaration that the fixing of prices and control of excess profits by taxation go hand in hand. Excess war profits were roundly denounced. The convention expressed the belief that present tax laws should be amended and strengthened so as to make them entirely adequate to prevent abnormal and unreasonable profits as a result of war.

The Government was urged to pass immediately necessary legislation allowing water power development.

It was insisted that every possible river, canal and intercoastal water route in the country should be utilized at the earliest possible moment for the movement of freight.

In this connection it is interesting to note a prediction made before the convention by F. A. Seiberling. He declared that the more than four hundred thousand motor trucks now in use in the country had sounded the death knell for short line railroads. He quoted a reliable railroad authority as saying that within the last year only twenty-six miles of new main line roads had been built by that company.

He advocated centralized authority and control of road building with the view of providing roads capable of handling all the tonnage that motor truck equipment could handle. The convention decided to urge Mr. McAdoo to give over to the control of a single competent individual the entire matter of operating and using railroad terminal facilities in each large city.

Harry A. Wheeler, of Chicago, was unanimously elected president of the organization.


PRAIRIE FARMER
First in
Advertising Lineage
January, February, March, 1918
PRAIRIE FARMER
149,715 - 28,538 Gain (6 Issues)
Second Paper 136,031 - 13,255 Loss (13 Issues)
Third Paper 118,856 - 17,605 Loss (13 Issues)
(Washington Press Reports)
First in Illinois
FIRST in Length of Service
FIRST in Editorial Personnel
FIRST in Editorial Service
FIRST in Reader Preference
FIRST in Illustrations and Typographical Make-up
FIRST in Illinois Circulation
FIRST in Advertising Lineage
Total Circulation
Dec. 31, 1917
A. B. C. Statement
ILLINOIS 87,388
Indiana - - 5,795
Wisconsin - 5,431
Iowa - - - 4,638
Michigan - 4,191
Ohio - - - 2,423
Miscellaneous 2,591
Total 112,457
SINCE 1841
PRAIRIE FARMER - Chicago
BURRIDGE D. BUTLER, Publisher

How Much Is an Inquiry Worth?

DID you ever try to figure out how much a new customer is worth to you on the average, or what an inquiry is worth?

During every building season we refer to cement dealers thousands of inquiries from people who have become interested in some form of concrete construction after reading some of our advertising. For some time past we have followed the practice of not encouraging a man to write to us unless he is really interested in building something. By including in our advertising a list of subjects on which we can give special information we are able to get most inquirers to tell us what they are thinking of building. We send each inquirer a blueprint Service Sheet or some other special information whenever possible, also a copy of our 96-page handbook on concrete construction and then tell him of the nearest dealer who can supply him cement.

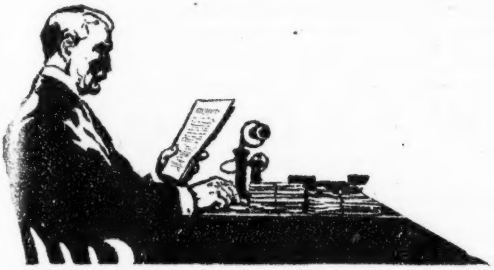
It is interesting to see the different ways in which such inquiries are handled by dealers. Some dealers get in touch with all these prospects immediately and report that a good percentage of them turn into sales. Other dealers tell us that they do not think that inquiries amount to much—that they are glad to sell people cement if they will come around when ready to buy, but have no time to spend in following up inquiries.

Sometime ago we sent a special letter to a number of inquirers who had communicated with us during the preceding two months. This special letter asked these inquirers if we gave all the information they wanted; if they had gotten into touch with our dealer or if our dealer had gotten into touch with them; if they had bought cement; and if they had not, what they were planning to build and when they expected to start work. Thirty-nine replies were received and I assure you that they made interesting reading. Eleven out of the thirty-nine say that they have either gotten into touch with cement dealers or that the dealers had communicated with them. Nine tell us that they have bought Alpha Cement and two mention that they have bought other brands. The most significant thing to me is that twenty-nine of the thirty-nine either say that they have bought cement or tell us definitely what they are planning to build and about when they expect to begin operations. I confess that I am agreeably surprised at the latter percentage, for even if this percentage is better than the average, if from one-half to two-thirds of the people who write us in response to our various forms of advertising are planning to purchase cement in the near future, surely no dealer could find better prospects to work on for new business. If you sent a man outside to work up extra business for you he would be a fortunate man indeed to find one in every four that he called on a live prospect for business.

I know from what I have seen of the dealer's side of the cement business that he is a busy man, but I hope to see the day when instead of having eleven out of thirty-nine prospects tell us that they are in touch with the dealer we will get word that they were all in touch with the dealer; for no matter how hard we, in the manufacturing end, work or how much instructive information we send out on concrete construction, there is no question but that at the last the dealer can do more than anyone else to close sales. It is hard to tell what an inquiry is worth to a cement manufacturer, but I should say that if we could be certain of starting a new user of cement we could afford to pay one to three dollars for an inquiry.—S. ROLAND HALL, in "Alpha Aids."

Edward Hall Joins Vreeland Press

Edward Hall has become an associate of E. E. Vreeland, Advertising, Inc., New York, operating the Vreeland Advertising Press.



Direct Mail Work On a War Basis

1 Keeping jobs open for salesmen in Government service.

2 Making up for transportation difficulties of the salesmen by doing more development work through well planned direct mail advertising.

3 Cooperating with the spirit of the times by carrying out the Government's suggestion to short-cut and speed up all work.

The Addressograph is 10 times faster than typewriter for filling-in letters to match and addressing envelopes, folders, mailing cards, labels.

An attachment for selecting any particular class of names from a general list is just one of the advantages of Addressograph equipment.

Hand machines that set on the desk alongside the typewriter, as low as $50. Larger machines to handle big lists, and a variety of attachments to meet special war-time requirements.

Addressograph
TRADE MARK
PRINTS FROM TYPE

913 West Van Buren St. Chicago, Ill.

Howard Bond — The Commercial Quality Bond Paper whose strength does not yield to any competitive grade

HOWARD BOND

WATERMARKED

Tear It
Compare It
Test It
and you will always
Specify It

Complete stock in WHITE and COLORS ready for immediate distribution.

SAMPLE BOOK sent upon request.

THE brilliancy of its pure white shade is acquired in the process of manufacture by the use of water which has been filtered through Nature's everlasting sieve. The firmness of HOWARD BOND is made possible by using the world's best and most carefully selected stock of definite quality and uniformity.

Favor us by making an every-angle comparison with higher priced Bond papers and the decision will be that you insist that your stationery requirements shall always be on the paper that has impressed the office forces of America with its great value.

Manufactured by

THE HOWARD PAPER COMPANY
URBANA, OHIO



In Great Britain

men between 18 and 61 cannot be employed in certain businesses. The war has already made serious inroads here on the selling forces. Future laws may still further lessen available salesmen, which points to a probable increase in the use of direct-by-mail advertising. In which case you will find our Quality Service a profitable and time-saving factor in producing results.

H. A. GATCHEL, President — C. A. STINSON, Vice-President

Gatchel & Manning

Photo-Engravers

Opp. Old Independence Hall
PHILADELPHIA

Firestone and His Organization

(*Continued from page 6*)

xports. As president, Mr. Firestone appointed a War Service Board to work with the United States Government. The Rubber Association stands for a fine spirit of co-operation among the individual members.

Some of his activities in connection with the war are especially interesting at the present time. On the Firestone tract adjoining the factory over $14,000 worth of produce was raised last summer. Mr. Firestone paid the expense of putting this in shape for cultivation, and the whole proposition was placed on a practical business basis. A time clock was installed and a gardener appointed as superintendent. All work and results were carefully checked.

The figures are surprising. Each individual harvested vegetables which, translated into time, showed a return of ninety-four cents an hour. The United States Food Administration has endorsed the Firestone plan of practical war gardening, and I believe that Mr. Firestone intends to publish a pamphlet on the benefits of this "Win the War" activity.

This patriotic work of the Firestone company reflects the enthusiasm of its president for the normal and natural things of life. He likes the soil. Near Columbiana, Ohio, 75 miles from Akron, he owns the farm where he was born fifty years ago, and he maintains it just as he always knew it. It is only a step from the turmoil of his success back to his very boyhood itself. For most of us those days are memories only, but he can go home to the self-same bed; indeed, up to within a year or two he could find his mother waiting for him on the doorstep.

He grew up there, but longed for business and planned to get into it through bookkeeping. Hence he graduated from a business school in Cleveland. A chance opened in a Columbus coal office, and after a year at this he had an opportunity to go on the road, at fifty dollars a month and expenses, selling extracts of various kinds. At one town he was held up nearly a week because his pay check didn't come, and he recalls that he spent his last fifty cents on a telegram asking for money. Now when he goes through this town he looks with pensive eyes on the old hotel.

He says, however, that he saved $300 that year, and then longed for better things, and quit. Through a relative at the Columbus Buggy Company's plant he went there as shipping clerk. His greatest regret over this place is that he lived on "sinkers" and coffee at a little restaurant across the street, and played temporary havoc with his digestion.

He was sent to Des Moines to represent the company, and then to Detroit. The buggy business gave him an opportunity to indulge his love for horses, and he acquired quite a stable. The adventures of David Harum were in line with his own.

ADVERTISING FROM THE START

He rode in the first rubber-tired buggy in Detroit, and one night in 1894, while dining with an acquaintance, he remarked that the rubber business would be a good one to get into. His friend said he knew of a little plant in Chicago that could be bought cheap, and a day or so later the two of them went to Chicago, inspected the plant, and bought it for $1,500, taking in a third partner with $1,000. After paying preliminary expenses they had about $1,000 in working capital. This plant, which made hard rubber buggy tires, had a tussle for several months, but finally got the tire business of some large carriage makers and began to prosper.

The seeds of the Firestone advertising were sown in those days in small newspaper space

that was carefully checked for results.

A block away was the plant of the Imperial Rubber Company. One day the proprietor offered to sell at the inventory price, about $15,000. Mr. Firestone looked over the shop and saw a good thing, but he and his partners had little money. They got an option on the place, went to Detroit immediately, and, after some strenuous adventures, succeeded in getting a man to put up $10,000 on condition that he have a one-third interest in the two concerns.

Mr. Firestone seems to have been cultivating his business imagination even then. In studying the big industries we are often reminded of the role imagination has played. Without it men would not have the vision and courage to undertake such great adventures into the future.

This little Chicago enterprise made contracts for rubber on an extraordinary scale. Mr. Firestone went to Akron to negotiate for the entire output of the Goodyear Company and the India Rubber and Diamond Rubber Companies.

A BUSINESS FOUNDED ON IMAGINATION

While waiting for his train back to Chicago at two o'clock in the morning he sat at the lunch counter in the Akron Union Depot and completed the deal by which his Chicago tire company was to buy $500,000 worth of material from Akron manufacturers. The little old Akron depot remains as it was in those days, but the interests and activities of Mr. Firestone have expanded even beyond his own dreams.

It is apparent that Mr. Firestone's imagination proved true to realities. The Chicago business was sold within a few years for $1,250,000, out of which the partners got $250,000 in cash. Mr. Firestone worked for the new company a little while, but its policies didn't suit him and he went back to the farm for a vacation. Soon afterward he drifted into Akron, with a restless desire to get back into the business. For a short time he had a salaried position, but his employers, finding the carriage tire business no sinecure, decided to drop that department. Mr. Firestone took it over. He had no factory, his product being made to order.

Some men always seem to be going out after things, and Mr. Firestone is in this category. He wanted a factory where he could control methods and quality, and so he bought an old iron foundry for $4,500. This was equipped with second-hand machinery, and under the ownership of the Firestone Tire and Rubber Company, newly organized by Mr. Firestone, the plant began making carriage tires in 1902. There were a dozen men in the factory, and in the office one clerk and a bookkeeper. The first advertising was an illustrated catalogue called "Facts."

The automobile era was beginning, and the company undertook experiments with pneumatic tires, and then began making them. The market proved an avalanche —almost a boomerang, for the snares of financing, labor and factory methods called for clear thinking and the upbuilding of an organization capable of handling them.

The first little factory sufficed for two years; then came a two-story addition; then a four-story one. In 1912 the company moved to its present site, and had a new factory four stories high and three hundred feet long, with three wings and nearly a thousand employees. This plant was thought sufficient for ten years, but scarcely was it occupied before the call came for more room. Building followed building, and the establishment grew faster than quarters could be provided.

When Mr. Firestone saw the business outstripping anything he had dared to imagine he realized the necessity of holding the ramifications of its growth under absolute control. So, for one thing, he set his imagination at work. He anticipated the buildings he

You think you know something you don't

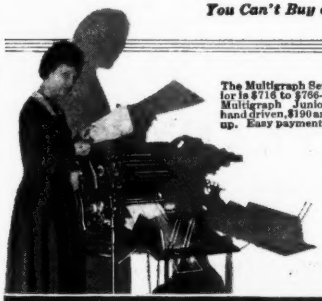
There are still some business men, executives, department heads, live wires in different lines of business, who think they know all about, the Multigraph when they don't know the first thing about it. You yourself may not know anything at all about the Multigraph or you may have an idea it's merely a device for printing typewritten letters.

Liberty Bond coupons are dated on the Multigraph, pasteboard boxes are printed on the Multigraph, the paper strips on the inside of cigar boxes, and many times the wood sides of the cigar box itself, are printed on the Multigraph. The imprinting or "over-printing" on internal revenue stamps and the cancelling of internal revenue stamps are both done with the Multigraph.

But let us show you something. Pull a five-dollar bill out of your pocket and look at the signature. If it's a national bank note the chances are that signature was printed on the Multigraph. Pick up the catsup bottle on your table. Its label was probably printed on the Multigraph. When your wife buys a new corset the label she finds attached to it was in all likelihood printed on the Multigraph.

Everywhere you go, and on almost everything you buy, you see the work of the *rapid-fire Multigraph*. In fact, if you see any label or tag or moderate-sized carton or wrapper or pasteboard box or paper bag that is *not* printed on the Multigraph, it's because the man who paid for the job thinks he knows when he doesn't and is therefore still groping in the dark, not realizing the speed and the savings the Multigraph accomplishes. *Mail the coupon.*

You Can't Buy a Multigraph Unless You Need It



The Multigraph Senior is $716 to $766---Multigraph Junior, hand driven, $190 and up. Easy payments.

THE MULTIGRAPH
1820 E. 40th St., Cleveland, Ohio

If I'm in the dark on the Multigraph, I'm willing to see the light.

Our line is_____

Name_____

Official Position_____

Firm_____

Street Address_____

Town_____ State_____

Get a *MULTIGRAPH*

An OFFSET PAPER with A Reputation to Maintain

For every grade of paper there is a certain standard—a sheet that combines all the desirable qualities.

EQUATOR OFFSET

has a reputation among offset printers and users of being the standard offset paper—The one sheet giving the best printing results and the greatest production day after day the year 'round. Equator Offset is made as a specialty. Rigid adherence to a certain standard for strength, finish, sizing, color and packing is producing a specialty Offset paper as uniform from every standpoint as is humanly and mechanically possible.

Send for samples and prices

SEAMAN PAPER COMPANY

Formerly

BERMINGHAM & SEAMAN CO.

Paper Manufacturers

CHICAGO
208 So. LaSalle St.

NEW YORK
200 Fifth Avenue

St. Louis Minneapolis Milwaukee Buffalo St. Paul Philadelphia

would need for years to come by having built a miniature of the future plant as he saw it. This was placed in his office, where for two years he spent a good deal of time on it, using it as a sort of laboratory for working out factory efficiency, and giving a great deal of time to the elimination of waste. He took different colored strings and drew them through this toy plant, curving them in and out, mapping interiors and routing the path of the material and product. To-day the vast output follows the trail of those colored strings.

The same policy of anticipation is carried out now, except that the model of the future plants is many times larger than the first—vastly larger than his private office itself. I saw it on an upper floor. Every detail of proposed buildings and yards is thus worked out, years ahead.

RECOGNIZES IMPORTANCE OF MAN DEVELOPMENT

Mr. Firestone saw, when the landslide of sales first hit him, that any success, to be permanent, would have to be mapped and charted in all departments. One of the greatest problems was labor. A few years ago he found that the labor turnover was from fifteen to twenty per cent a month, and thus to maintain a force of 1,000 men it was necessary to hire, say, 2,400 men during the year. Absentees often aggregated twenty per cent a month.

An Industrial Service Department was installed and studies made into the causes. First the rotating shifts were changed into permanent ones, so that the older men could work days and the newer men might gradually get into day work.

Then an innovation in the factory management was made, the power of discharge being taken away from foremen and given to department managers and superintendents; later it was taken from these and vested solely in the Superintendent of Labor, the lesser executives retaining only the power of suspension. Mr. Firestone reasoned that much of this labor turnover had been due to unskilful handling of men. He saw hundreds of causes that had been operating to set up antagonism. Men had come and gone in a steady procession because some of those above them had not been discerning enough to use their abilities intelligently, and it was estimated that the cost of breaking in each new man was from twenty-five dollars up.

The labor turnover dropped to less than three per cent a month. It is true that since the war began the labor turnover has increased, many causes being responsible.

When the foremen had the right of discharge, nearly 100 men were let out each week; when department heads had it, twenty-five; when this power was centered in th Superintendnt of Labor only five men were discharged in one period of ten weeks. Promotions are now made through this department.

Mr. Firestone, from the beginning, spent much time personally in studying this subject of man-development, which is one of the greatest problems in building an organization. His ideas can be illustrated by an anecdote. Once a question came up that involved some technical points on rubber.

"I do not consider myself qualified to handle the subject," he said. "My business is to find men of the right kind and to fit them to the work suited to their abilities and ambitions. Having done this, I consider it unnecessary to know a great deal personally about the rubber business."

He has always found it fascinating to study the reasons for men's failures and successes, and this idea has been inculcated in his organization. If men don't make good in one department they are referred back to the employment office and placed in some other capacity. About six per cent of the men are thus transferred. Many employees have been taken from strenuous work, when they began to fall behind in their records, and given operations less severe.

The rule he lays down is that

superintendents and foremen should try to put themselves on a level with the workers, at least from a psychological standpoint, and look up into the organization instead of looking down into the labor force. He believes that if he treats men right, and shows his confidence in them, he can trust them. He looks on each worker as a possible liability if not handled right.

The Firestone Industrial Service includes more things than I can name here. For instance, it looks after the legal affairs of employees, helps men in personal and domestic matters, and looks up absent men. The Housing Bureau locates houses, furnished and unfurnished rooms, and boarding places. Educational classes are maintained. There are hospitals, dental clinics, and similar welfare, though the word "welfare" is not in favor. "Industrial Service" fits the work better. Eighty-five per cent of the wall space in the newer buildings is of glass, and the sanitation is the most advanced.

A fine clubhouse was presented to the organization in 1916 by Mr. Firestone. Here the men can take a plunge in a big swimming pool for five cents, or get a shave for ten. They can bowl for a nickel, or eat a square meal for twenty or thirty cents. Over 5,000 meals are served daily.

The Auditorium holds over 2,000 and is used as a theatre, convention hall, ballroom and general community and Akron city center. Each man pays for what he gets. The club membership dues are two dollars a year.

Perhaps I can best express the close relation existing between Mr. Firestone and his men by citing the title of a song sung at an auditorium gathering: "They Say That Old Firestone Ain't Got Any Style." Democracy is the ruling spirit.

IN CLOSE TOUCH WITH THE BUSINESS

Mr. Firestone is democratic from inclination as well as from policy. He likes to take his factory superintendents and foremen out to the old homestead farm, and sometimes hundreds of them go together in automobiles.

The Firestone library struck me as peculiarly characteristic of the team work in the organization. It has more than a thousand business books and about twice that number of volumes dealing with both technical and general subjects. The librarian keeps a record of all books used by department heads. If he finds that an executive is not using books that might help him he calls attention to the fact. The librarian furnishes much material to executives to aid them in laying out constructive plans. The library is a valuable source from which the entire organization may obtain information essential in doing better business.

Mr. Firestone has a habit of dropping into various departments from time to time to see how things are going. A department head told me he never knew when the chief might come around and ask some perplexing question, so he considered it necessary to be prepared. He said to me:

"Mr. Firestone has a faculty of making himself a fine, helpful influence just in this way."

A year or two ago a stock distribution plan was put into effect, after a study of the methods of fifty-odd big corporations. All employees were offered Firestone common at par, although the stock was listed about fifty above. The number of shares sold to each employee was based on length of service, and the methods of payment were cash, part deferred, or all deferred, with interest at six per cent. Practically every worker has made a request for the maximum number of shares, and at the last stockholders' meeting, attended by several thousand, ninety-five per cent of those present were employees.

One of the greatest of Mr. Firestone's activities has been the establishment of Firestone Park, a residential section within walking distance of the factory. It embraces hundreds of acres, and many hundreds of homes have been built. These are erected to

MOTION PICTURE MAGAZINE

Member Audit Bureau of Circulations

has the largest and most representative circulation of any publication in its field.

320,000 Copies

$400 the page; $1.15 a line
Fourth Covers Six Colors Offset **$1,000**

A partial list of the many well-known products found in the advertising pages of this live, up-to-the-minute publication:

Arrow Brand Collars	B. V. D.	Victor Talking Machine
American Chicle	Lux	Eastman Kodak
Boston Garters	Q-Ban	National Biscuit
Black Cat Hosiery	Fairy Soap	Mellin's Food
Bossert Houses	Daggett & Ramsdell	Smith Bros.
Catspaw Heels	Resinol Soap	Slip-on Veil
Faultless Underwear	Cutex	Prudential Life Insurance
Old Town Canoe	Pond's Extract	Oliver Typewriter
Helmar Cigarettes	Azurea Products	Brunswick-Balke
Paramount Pictures	Vivadou Perfume	Twelve Book Publishers

New Closing Dates

Effective immediately with the

JULY ISSUE

Last forms will close May 1st, and on the first of the second month preceding for all future issues.

August issue will close June 1st
September " " July 1st
October issue will close August 1st
November " " September 1st
December issue will close October 1st

Frank J. Barry
Advertising Manager

175 Duffield Street, Brooklyn, N. Y.

Western Representative
ARCHER A. KING, Inc.
Peoples Gas Building, Chicago, Ill.

New England Representative
METZ B. HAYES
44 Bromfield St., Boston, Mass.

order and sold to employees on small monthly payments, but outsiders may purchase houses on slightly different terms.

In the company's advertising Mr. Firestone likes "show me" copy. Perhaps that is one reason for the motion-picture stunts. One episode posed for the film was something as follows:

An automobile owner in the country adjacent to Lake Erie had emergency need, on the road, for a tire. He telephoned a Firestone dealer, who commandeered an iceboat, and within twenty minutes the tire was in the hands of the customer. This made a splendid film, and was shown in the daily news features of the picture theatres of Cleveland and throughout Ohio.

Another film was "The Link," picturized from a story printed in "Firestone," one of the company's house-organs. The so-called link was the advertising, and the film depicted new methods of merchandising a firm's advertising to its sales force. It has been shown to half a million people at salesmen's meetings, scores of concerns calling for it.

Still another film showed a Firestone test fleet that made a tour from Akron through Pittsburgh, Washington, New York and Boston. The picture was called "Over the Roads to War," and was shown in fifteen hundred theatres in the towns along the route. In New York City one hundred and twenty-five theatres used it. Mr. Firestone himself was in some of the pictures, and Governor Whitman of New York State was shown welcoming the fleet to Albany.

I understand that this campaign included the distribution of a large quantity of advertising literature in most of the towns through which the fleet passed in its five-weeks' tour.

Mr. Firestone believes that advertising which helps the user of a product also helps the seller. This policy was reflected in a campaign to "stop abusing your tires." The copy bore Mr. Firestone's likeness and signature, and the theme was the saving of millions of dollars by car owners every year—wasted through negligence and ignorance.

In all this organization work Mr. Firestone is the central figure —either the actual or the unseen influence.

Germans Buying Swiss Trade-Marks, Says Irwin

Will Irwin, on his return from Europe recently, where he had been acting as correspondent for American magazines, gave an interview in which he stated that there was great likelihood that the Germans would enter the world's market after the war disguised under Swiss trade-marks.

He was discussing the likelihood of a German drive through Switzerland into France. He said that for some time past German interests had been busy buying up power rights in Switzerland and were also active in taking over Swiss trade-marks which had international standing. He strongly believed, from evidence he had observed, that the Germans were making their plans to ship their goods to present enemy countries under these Swiss trade-marks, and he thought it likely that the Germans would resort to subterfuge, making the goods in Germany, forwarding them to Switzerland, and thence to the four quarters of the world.

Mr. Irwin's testimony is especially interesting in connection with the statement which has been frequently made that the Germans have already purchased well-known Danish, Swedish and Norwegian trade-marks.

Quebec Merchants Confer with Consumers

The merchants of Quebec City held a joint meeting with the local Housewives' League at the City Hall recently for the purposes of discussing the "Cash and Carry System." The league suggested that this system be introduced and that the consumers be given the full benefit of the saving thus effected. The merchants asked for more time to discuss the matter and promised that the system would be adopted if it was found that a saving would result.

Stortz With Schwartz Electric Company

H. W. Stortz, for many years with the Edison Storage Battery Company, Orange, N. J., has been appointed vice-president and general sales manager of the Swartz Electric Company, Indianapolis, manufacturer of lighting plants. With the Edison company Mr. Stortz served as sales manager of the mine-lamp department, of the industrial truck and tractor department and of the house-lighting department.

As Character denotes the Man - so does Design lend Character to your Advertising!

We give you promptly the service of expert designers — men who know the value of correct layout and text in a successful piece of direct-by-mail literature. Our business is built upon such fundamental service in connection with - ILLUSTRATED LETTERHEADS - BROADSIDES - MAILING FOLDERS - PRICE LISTS - INSERTS and CATALOGUE COVERS.

We are prepared to send you promptly - copies of the effective offset printing produced for such successful advertisers as -

THE AVERY COMPANY

J·I·CASE PLOW WKS. ROCK ISLAND PLOW WKS.

THE RED WING COMPANY INC.

TROCO — TROCO NUT BUTTER CO.

Lofu Appliu — PHEASANT NORTHWEST PROD. CO.

EMERSON BRANTINGHAM CO.

VESTA — VESTA ACCUMULATOR CO.

EXCELSIOR MOTOR CYCLE CO.

BRADLEY Bradley KNITTING CO.

Voss o'clock-nine o'clock — VOSS BROS. MFG. CO.

Pro-phy-lac-tic — FLORENCE MFG. CO.

Offset Printers of Direct-By-Mail Advertising

The Gugler Lithographic Co.

694 Broadway Milwaukee

GUGLER MILWAUKEE GUGLER MILWAUKEE

COLLEGE OF BUSINESS ADMINISTRATION
Boston University

We Are Not Advertising for More Business—Now

We have as much as we can handle without slackening on quality. But our steady growth (the result of recommendations only) demands more space.

Remember us as makers of first-class color-plates. When our new equipment is in we hope to serve you.

THE TRICHROMATIC ENGRAVING CO.
461 Eighth Avenue - - - New York City
J. H. Tryon C. A. Grotz

HOW CAN I SAVE ON CATALOG EXPENSES?

A vital question this, for publishers of big catalogs. But the answer is right inside the catalog—in the paper.

We make a super light enamel book paper that fits the catalog user's needs perfectly. We call it

"FEATHERCOAT"

You will find this paper a money saver, not only on initial cost but in reduced mailing expense.

Made in the basis weight 25x38—46 lbs. A perfect catalog paper for colors or black and white.

Bermingham & Prosser Company
CHICAGO KALAMAZOO NEW YORK

Suppose Your Salesmen Were Real Merchants

Wouldn't Your Dealers Then Feel a Sense of Loyalty?—Salesmen Who Had the Behind-the-Counter Viewpoint

By Frederick C. Kuhn

DOWN in the southern part of Georgia there is a patent-medicine drummer who has a peculiar strangle-hold on his retail trade.

At first glance you would suspect him of being an animated testimonial of the "before taking" variety, for he certainly upsets the regular dope about pep, punch and personality.

Yet each New Year's Eve, as the annual sales totals are added up, he romps home an easy winner. It is a most uncanny habit he has had for 'steen years.

The secret of his success is simple—so much that it sounds bromidic. He is not merely a peddler of pink pills—he is a peddler of ideas.

Professional confidences prevent me from mentioning the name of his alcoholic exhilarator. But it is one of those that barely get by, and where a few flexible State laws permit, competition is carried on as a species of guerilla warfare.

But old Steve Tompkins romps home because he knows more than merchandise. He knows merchandising.

If a druggist intends to remodel his store and puzzles about the placing of the ice cream counter, he waits until Steve comes around. If he wants a hunch for a mystery window or a new wrinkle for a Saturday special, Steve is his little manual of selling dope which is sedulously consulted.

Now here is the moral. Steve Tompkins was never a "born salesman." Which is more, he apparently could never cultivate what your psychologists call a selling personality. And the less said about his goods, the better. Realizing these handicaps—which would crush many men—he has pioneered a new trail and so studied the retailer's problems that he has become an itinerant symposium of merchandising advice. He makes good in a rather roundabout fashion, because every druggist on the territory respects his knowledge—and incidentally purchases his emasculated nose-paint out of sheer gratitude.

Now suppose old Steve sold *your* line. How much better chance he would have. And suppose he had the grace and charm of manner of your dubbiest cub salesman!

Twist the idea around and you get my point. How much better would your staff of human dynamos be if—as Steve is—they were trained merchandise men who could look at things from both sides of the counter, and teach your customers to give better service to their trade. For, from a purely commercial point of view, you are interested in having your dealers efficient, because the most efficient dealer sells the most merchandise.

MADE A REAL MERCHANDISER OF A ONE-HORSE ACCOUNT

Take a case that cropped up in Pennsylvania last year. The local agent of a well-known paint manufacturer had handled the line for eight years. Sales were increasing each season, but it was a one-mouse power proposition—not at all commensurate with trade possibilities. There was a change in traveling men and a new chap who had clerked in a paint shop was put in charge. Right away he diagnosed the reason for slim sales. The agent was a contractor who used most of the stuff himself. What little he sold at retail would hardly paint a doll's house.

Now this had been going on

right under the old salesman's nose for years. He sensed that something was wrong, yet he was so stale on the job and ignorant of merchandising principles that matters would have drooled indefinitely.

But no sooner did the new salesman hit the town than he had a regular Hague Conference with the merchant. In a few well-chosen words he told him that for years he had passed up all the profitable retail trade—because his store was hardly the place shoppers would care to visit, because he had no retail selling staff and business was gravitating across the street.

You can't always get away with it so easily, but this chap knew his business and in fifteen minutes the merchant told him to make a list of recommendations which would be followed to the letter. This list included new counters, new floor covering, re-arrangement of electric lights, window background and fixtures—in fact, complete reburnishing and redecoration.

The salesman knew *how* to do it, and the retailer kept his word. Not only that; he became so enthusiastic that he persuaded his wife to take charge of the decorative end of the business. So now this particular town is pointed out as one of the bright spots on the territory. Business is increasing, not because of the salesman's knowledge of his goods, but because of his knowledge of merchandising.

Now take such a hackneyed subject as the mail-order traffic. In the country towns it is becoming a more serious problem every day. Yet all that most salesmen do is knock it as an institution. They don't know how to make a comparison of the goods, or a study of the advantages and disadvantages of such methods of purchasing. One salesman who sells washing machines in eastern Michigan found his trade slipping behind because of the inroads of catalogue firms. He was too good a business man to carol that pathetic old dirge, entitled "Won't you please buy at home?"—without a definite, concrete reason.

In digging around for facts, he discovered that this town was the nearest buying center for farmers living within a radius of fifteen miles. Moreover, he reasoned that nowadays the farmer is a pretty busy individual and won't come to town when he can just as well shop via catalogue. And this, of course, included the purchase of groceries, boots and shoes, clothing, etc., as well as washing machines.

It was a chance suggestion that solved a big part of the problem. The salesman recommended the formation of a local shopping bureau to which a farmer could telephone his order and have it delivered complete. The man on the job would distribute it among a half dozen merchants and the one having charge of that particular route would see the order reached its destination promptly.

FINANCIAL DIRECTION WAS THIS MERCHANT'S NEED

In another case, a merchant who had always paid his bills promptly, began to slide. He got hard up. Ordinarily the credit man would have unleashed his series of hungry past-due letters which conclude with that sympathetic phrase: "In the absence of check by 15th we shall send draft." But the matter was referred to the salesman for personal investigation.

Because he knew merchandising, he sensed that behind the merchant's failure to discount bills there must be some fundamental trouble. He realized—as most men don't—that in these days of war prices the retailers' stock represents an investment of from a third to a half more than in 1914. So he probed below the surface and discovered that likewise the accounts receivable were proportionately greater.

Obviously there was but one thing to do, and the salesman did it. He planned a collection system for the retailer, to help him get his money so he could pay

WHEN red tape is cut the load falls back on the fibre of personal reliability.

This element has become traditional here during 40 years of agency work. In such an organization a verbal order is as sure of faithful execution as one guarded with all the formalities.

40th Year

W. H. H. Hull & Co., Inc.

Tribune Building, New York

Established 1878

"Reference Advertising"

Lives and Works for a YEAR

One year is the life of a City Directory. Every day in that year thousands of business men all over the country search its classified sections to find where nationally advertised goods may be purchased. City Directory ("Reference") Advertising is the completing girder in the bridge between dealer and consumer and should be part of all national campaigns. You can cover the country through one source—the Association. *Write for details.*

Association of American Directory Publishers

87 Third Ave., New York City



Count These Lines

How Long Did It Take?

Now Count These



How Much Quicker?

The number is the same in the two cases. *Arrangement* makes the difference in time. There is the same relative difference in time-saving between a littered, disarranged desk and one equipped with one or more HORN "Instant" DESK FILES.



HORN
Instant
DESK FILES

keep the papers on all pending matters in compact, convenient form—instantly accessible, indexed A to Z, 1 to 31, or with celluloid-covered removable index tabs for special classification. The pocket pages hold papers securely but without gripping.

No.	Pages	Size	Over-All	Index	Price
9	16	Letter	10½x12	Changeable	$2.00
7	28	Letter	10½x12	A to Z	2.25
8	32	Letter	10½x12	1 to 31	2.50
19	16	Legal	10½x15½	Changeable	3.00
17	28	Legal	10½x15½	A to Z	3.25
18	32	Legal	10½x15½	1 to 31	3.50

Many other styles, all sizes, in free catalog. Ask your dealer or send coupon.

W. C. Horn, Bro. & Co. (Est. 1846) 541-547 Pearl St., N. Y. C.

Please send me Desk File No. 7, 8, 9, 17, 18, 19 (cross out any not wanted), with the understanding that it may be returned within 10 days if not satisfactory. I enclose $.....

PI 4B

Name

Address

his bills. Moreover, he advised a discount-for-cash policy with interest for book accounts which would help the merchant keep his head above the financial maelstrom. All this, of course, took a Sunday morning, but the salesman realized that ultimately he would profit from this service.

These few examples are nothing rare. Rather they are typical. Similar instances are bobbing up every day—only the average salesman fails to notice them. And of course he cannot suggest a cure when he cannot even diagnose the trouble.

Poor old Steve Tompkins never attended a sales convention, but he read books on retail costs and selling plans and studies business articles, and that is something every man on your traveling force can do.

Credit Men Fight Frauds

THE National Association of Credit Men Monday launched a vigorous campaign against "crooked business men who have been reaping a fortune through illegal trade practices." The association's department of investigation and prosecution announced that it was determined to eliminate the frauds that have been increasing under war conditions, and that have become a factor in producing the high cost of service.

"The situation brought about by the war has increased the number of commercial frauds," says a statement issued by F. Brown Snyder, chairman of the committee, who points out that the present drive is aimed to reduce the losses of legitimate tradesmen and prevent unfair competition. Once the trade crooks are wiped out there will be a decline in the present high prices of merchandise, the statement holds.

Calling upon the 140 local credit associations throughout the United States to co-operate, Mr. Snyder has sent communications asking that they take part in the

educational work of conveying to the 100,000 credit men in this country the information that the investigation and prosecution department is at their command to follow up all reports of cases in which there appears to be evidence of commercial fraud. Immediately upon hearing of such instances, the department will assign a representative to look after the matter and if the evidence warrants to prosecute. No settlements will be made once it becomes manifest that a crime has been committed.

"Because of the present high prices that are charged for merchandise, the crooked dealer finds it particularly attractive to obtain goods on credit, for which he never intends to settle," says Mr. Snyder's statement. "Once the dealer obtains goods on credit he finds no difficulty in disposing of the merchandise at less than the market value. This means that not only does the man who sells his goods to the dishonest dealer lose his wares, but the honest merchant who is competing with the rogue is at a disadvantage."—*Jewelers' Circular.*

Candy a Popular Seller in Cigar Chain

The sale of sundries has become an important feature of the business of the United Cigar Stores. Candy sales in this chain of stores in 1917 amounted to $600,000—an increase of 110 per cent over the previous year.

"This growth in this branch of our business," says the "U. C. S. Shield," "is not so strange inasmuch as it is a well-established fact that 80 per cent of the total output of candy sold in the United States in pound boxes is purchased by men. Our stores therefore are simply reaping the benefit of an established custom."

The sale of soda-water in the United Stores increased 52 per cent during the year and gum sales went up 11 per cent. Other sundries increased as follows: Playing cards, 41 per cent; matches, 59 per cent; razors and blades, 48 per cent, and pipes, 27 per cent over 1916.

J. B. Hydorn, who has been representing *Motor Life* in the New England States, has been transferred to the Michigan and Ohio territory with headquarters in Detroit.



For an appeal to people plentifully endowed with gold and gumption, silver and sense, dollars and discrimination, there is no British medium like

"PUNCH"

Some sections of the better class public have a liking for one kind of paper, other sections like another kind, but all of these together like and enthuse over "PUNCH." I do not suggest the other papers would not pay, and if your available means for advertising should be enough to cover all of them, then do it.

But if you want to eliminate waste in overlapping, to practise advertising economy, and at the same time get big results, you can safely cut out some other journals and use the money in "PUNCH" alone, with the satisfaction that you will still reach the people you want to reach.

ROY V. SOMERVILLE
Advertisement Manager, "Punch"
10 Bouverie Street
London, E. C., England

How Government Supervision Affects Selling and Advertising

The Story of the Shoe Business in England That May Answer Many Questions Now Being Asked

GOVERNMENT supervision of certain lines of manufacture is necessary result of wartime conditions. The inevitable results of such intrusion are radical changes in manufacturing, distribution and prices.

You go to a men's furnishing store and ask for your favorite style in some well known brand of underwear. "Sorry, sir," replies the clerk, "but we haven't it. Can't get it any more. The Government, you know, has taken over most of the underwear factories, and we can only get a few styles nowadays." And so it goes.

We haven't yet had such drastic experiences along these lines as have befallen the lot of European countries, but we are bound to have more of them if the war continues for many months. How Government control has affected these industries abroad is of intense interest to us, that we may know what has been done by them, and learn to avoid any mistakes made by them.

One of the chief industries which has already come under Government control in Europe is the shoe and leather trade. In England, France, and Italy, the governments have found it necessary to regulate the industry to conserve leather for army uses and to supply civilians with shoes. The British Government plan is the most far-reaching and has been followed with the greatest interest in its development by the trade in this country.

"The shoe and leather business in England is now under the absolute control of the Government," said James H. Stone, editor of the *Shoe Retailer*, in reply to a request for information. "Every raw skin and piece of finished leather, whether of home production or imported, belongs to the Government, and is distributed to shoe manufacturers at a fixed price by the proper officials. The Government commandeered all the home stocks of upper and bottom leathers, bought huge stocks in the United States and elsewhere, and is parceling it out as it sees fit.

"The Standard Boot Department is the name of a division of the Raw Materials Department of the British War Department appointed to take charge of the work. This body distributes certain leathers to manufacturers at fixed prices. The leather may be obtained from tanners who are licensed, or through factors, but written guarantees must be given in any case that such stocks will only be used in the manufacture of Government controlled or standard boots.

"The manufacturer must sell all standard footwear at a fixed price to wholesalers or retailers, as the case may be. The wholesalers are in their turn restricted in the prices they may charge, and lastly, fixed prices for the shoes are ordained for the retail trade. While members of the trade in England fully realize that no plan would meet with universal approval, the conditions under which these standard shoes are made and sold have caused an uproar of indignation in every branch of the industry.

"Manufacturers are allowed to make a net profit of 5 per cent, the wholesaler 2½ per cent. The retailer is allowed to charge 5 per cent more for the shoes than he pays for them to the wholesaler. Owing to the storm of disapproval, the Government may permit a small increase in profit to manufacturers and retailers. This question is now being discussed in conference with representatives of the shoe trade.

"A retailer who buys from a

Elseca Super
vs.
Coated Paper

Save postage by using *Elseca Super* in preference to coated paper. It is lighter for bulk.

CLARKE & COMPANY
225 FIFTH AVENUE
NEW YORK

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.

PHOTO-CHROMOTYPE ENGRAVING CO.

ACCURACY-EXCELLENCE

An organization of Expert Artists and Engravers producing the highest quality of Halftone, Line and Color Engravings. Special Department for Brass and Steel Dies.

920 RACE STREET - PHILADELPHIA, PA.

An Opportunity

To Become A Principal In An Established Advertising Agency

An established New York advertising agency with full recognition and highest credit, handling national advertising accounts, has an opening for an advertising man who is willing to invest a moderate amount of money in its development.

He must be a man of good advertising experience and connections, and control some national business.

He will hold an office in the organization and acquire a definite stock interest.

This opportunity holds a splendid future and an income of more than $10,000 for the right man.

Investigation is invited from those in earnest. All communications will be treated confidentially.

Address, with full details of present connections, business controlled and advertising experience to "F. B.," Box 122, PRINTERS' INK.

manufacturer for cash gets a little more profit. This fact would lead one to suppose that all retailers would in future order all standard shoes from the manufacturer. But the Government has ruled that 'manufacturers shall sell to the retailer through the usual channels.' This means that the practice *usually followed* by each retailer must obtain when he purchases his stock of standard shoes. As a result, manufacturers will refuse to sell direct to retailers whom they know in the past have bought through wholesalers. It is estimated by those in a position to judge that at least 60 per cent of the retailers have bought through wholesalers, and so must continue to do so.

"The retailers need carry but one-third of their stock in standard footwear. While this is true, still in actual practice it means that the profit of many shoe stores will be cut down, so that their total business will be carried on at a loss.

"For illustration, a pair of standard boots for which the wholesaler has paid the manufacturer $2.40, will cost the retailer $2.46, and he is required to sell them for $3. It is agreed in England that the average retailer's overhead is 16½ cents on turnover. This absorbs 50 cents of his gross profit on this pair, leaving him a net profit of 4 cents on the sale of each pair of standard shoes bought from a wholesaler.

"Besides requiring that every retailer shall carry at least one-third of his stock in standard footwear, it is required of them to place large display cards in their windows stating that this footwear is on sale. Any retailer who tries to evade or refuses to abide by the regulations is dealt with in drastic fashion by the Government.

"The Standard Boot Department has issued a set of rules regarding the sale of the new standard footwear. The manufacturer's name must be stamped on the inside of the shoe, where it can be plainly seen. The Gov-

ernment brand, reading, 'Government Controlled,' and the retail selling price must be plainly stamped on the soles. The manufacturer's price when selling direct to retailers must be for cash in thirty days, less 5 per cent discount, or within seven days, 6¼ per cent discount. The Government accepts no responsibility for the payment of accounts.

"There is every indication that the British Government will in future issue further orders relating to the manufacture and sale of footwear. In fact, it is confidently expected that in time nearly all classes of footwear will be included in the Government regulations. Many shoe manufacturers are likely to find their output restricted to army or navy, or the new standard civilian grades. High priced and high class goods will be made in diminishing quantities. The whole tendency is toward the standardization of the vast bulk of the trade's output in the national interest.

"It is freely acknowledged in England that the remarkably low profits allowed to retailers on Government controlled shoes is due in large measure to the fact that they were not adequately represented while negotiations were being carried on between the Government and the Shoe Distributors' Association. This organization consists mainly of wholesalers and owners of chain stores, which are very numerous in England. The association made the best terms they could get with the Government, but the interests of independent dealers were a secondary consideration.

"Had British shoe retailers a strong national association to stand up for them and present their case, as there is in this country, they would undoubtedly have received far more consideration when the regulations in regard to Government controlled footwear were being promulgated.

"If the war continues for many years some degree of standardization and perhaps Government control may be necessary in the

THE

Atlanta Journal

ATLANTA, GA.

Atlanta Bank Clearings

Six months to 3-31-18,	$1,260,149,415.88
" " " 3-31-17,	685,785,405.21
Gain - - -	$574,364,010.67

Atlanta Journal paid circulation
(Government reports)

	Daily	Sunday
Six months to 3-31-18,	57,270	71,455
" " " 3-31-17,	47,734	59,329
Gain - - -	9,536	12,126

Advertising in The Journal Sells the Goods

It Will Pay You to Advertise in Nebraska

No State in the Union produces as much wealth per family as does Nebraska.

Advertising in Nebraska is 100% good. Everybody can *read*, everybody *does* read and everybody can *buy*.

You cannot cover this rich section without using

THE LINCOLN STAR

Net paid daily circulation for six months' period ending March 31, 1918:

28,656

The net paid daily average circulation for March, 1918, was

29,955

THE STAR IS THE BEST ADVERTISING BUY IN NEBRASKA.

The Lincoln Daily Star

(Member A. B. C.)

Eastern Representatives: Benjamin & Kentnor Co., 225 Fifth Ave., New York.

Western Representatives: The Ford-Parsons Co., 1048 Peoples Gas Bldg., Chicago.

United States. At the recent convention of the National Boot and Shoe Manufacturers' Association, in New York, economy in the use of leather loomed large in the discussions. It is hoped that competitive conditions and practical economies in manufacture and merchandizing methods will make the establishment of standard shoes for civilians unnecessary in this country.

"Economy is to be practiced in every direction, notably by limiting the height of women's shoes and restriction of the colors of both women's and men's shoes. The National Shoe Retailers' Association, and organizations representing other branches of the shoe and leather industry, are also co-operating and working in harmony with the Commercial Economy Board of the Council of National Defense at Washington in regard to this matter."

In this connection the Commercial Economy Board has mailed to all shoe manufacturers an official statement of its recommendations for the fall and winter of 1918. These read as follows:

"As a result of the information that shoe manufacturers, wholesalers and retailers have furnished in response to our letter of December 21, 1917, the following recommendations on specific points for the fall season of 1918 are made:

"1. That no women's shoes should exceed nine inches in height. (Measured from the breast of the heel at the side to the center of the top at the side.)

"Note — This recommendation may be changed in favor of eight and one-half inches as the extreme limit for height of women's shoes.

"2. That no children's and misses' shoes should exceed seven inches in height. (Measured the same as tops of women's shoes.)

"3. That each manufacturer should restrict his output of men's shoes (except canvas) to the following colors: black and two shades of tan and of gray.

"4. That each manufacturer of women's shoes should restrict his output to the following colors: white, black, two shades of tan and two shades of gray.

"The board expects, of course, that you will not only observe these specific requests, but that you will reduce the number of styles, and in every practical way carry out the spirit of the general recommendations, as stated in the letter of December 21, 1917. In this connection it is to be remembered that large quantities of hides, skins and other raw materials used in the manufacture of leather and shoes are imported. Since shipping is the factor which is so vitally important to our success in carrying on the war, it is clearly the duty of every business man to help conserve our resources and build up the country's reserve stocks even in those cases where the supplies of the country may be sufficient for immediate needs.

"The shoe wholesalers and retailers will be notified of these recommendations and asked to co-operate with you in securing these economies. It is believed that in this way, through the retailers, the public can be sufficiently informed of the changes recommended, and the reasons for them, without having to make any general public appeal."

The shoe trade in England has suffered because of lack of organization among the independent dealers. Realizing this, the shoe dealers of America have conferred constantly with the Commercial Economy Board in the city of Washington.

Some other industries, notably the paint trade, are working in similar fashion hand in hand with the Government. Some trades, unfortunately, are not showing a patriotic spirit so far. If every industry that is likely to have its output curtailed, or its methods of doing business in any way changed or regulated during the war, to save materials or men, will show a patriotic desire to co-operate with the authorities, it will certainly work to the advantages of all parties and help win the war.

The Los Angeles Evening Herald

Circulation The City and Suburban district of Los Angeles has a population estimated at 750,000 or about 150,000 homes. THE EVENING HERALD has 33,464 more copies going into these homes every day than all afternoon contemporaries combined.

Here Is the Proof

Government Statements six months period ending March 31st, 1918:

Evening Herald - - - -	**137,707**
Evening Express - - - -	**61,152**
The Record - - - - -	**43,092**

The Evening Herald led the Express by	76,555
The Evening Herald led the Record by	94,615
The Evening Herald led the Express and Record combined by	33,464

EXCERPTS FROM
Publisher's Statement of Circulation
Reported to
Audit Bureau of Circulations
(Subject to verification by A. B. C. Audit)

Name of Publication ***Evening Herald***

Town ***Los Angeles*** *State* ***Calif.***

For the six months period ending ***March 31, 1918***

	Morning	Evening	Sunday
Total City - - - -		*111829*	
Total Suburban - - -		*20803*	
Total Country - - -		*5075*	
TOTAL NET PAID - -		*137707*	
Total Unpaid - - -		*869*	
TOTAL DISTRIBUTION		*138576*	

A complete audit analysis of the Publisher's Statement, including all essential facts pertaining to the above circulation, will be made in due course by the Audit Bureau of Circulations, and, when made, copies may be had on application to the office of the above publication.

And This Is the Result

The advertising gains made by the Los Angeles Evening Herald are consistently in keeping with the upward trend of its circulation.

This statement is corroborated by the statistics recently made public by the New York Evening Post's statistical bureau, showing advertising gains and losses. The Post says:

"In Los Angeles, the Evening Herald only, gained."

Eastern Representatives

New York
E. C. TROWBRIDGE
347 Fifth Ave.

Chicago
G. LOGAN PAYNE CO.
1233 Marquette Bldg.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Boulevard, KIRK TAYLOR, Manager. Telephones, Harrison 9133 & 9134.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., GEO. M. KOHN, Manager.

St. Louis Office Post Dispatch Building, A. D. MCKINNEY, Manager.

London Office: 16 Regent Street, S.W., G. W. KETTLE, Manager.

Issued every Thursday. Subscription price, three dollars a year, $1.50 for six months. Ten cents a copy.

Foreign Postage, two dollars per year extra. Canadian Postage, one dollar

Advertising rates, Page, $80; half page, $40; quarter page, $20; one inch, minimum $6.30. Classified 45 cents a line—net. Minimum order $2.25.

JOHN IRVING ROMER, Editor

NEW YORK APRIL 18, 1918

Making the Board of Directors Advertising Wise

"Advertising appropriations" was the subject under discussion at a recent gathering of the executives of a number of companies in a certain industry. Speakers appeared before the meeting and told how to fix the appropriation, how to manage it, etc. One by one the men in the audience got up and said that those details about the appropriation were both interesting and important, but what they wanted to know was how to get an appropriation from a hard-shelled board of directors, who believe that a dollar in the fist is worth two in the advertising page.

That is it, exactly. Very often the obstruction in the path of a concern's sales progress is an old-fashioned board of directors. The active executive heads of the business, who are in daily contact with the trade and with competition, are likely to see the necessity for advertising, but the rotund gentlemen who are sitting on the company's coffers cannot see it. The trouble with many directors is that they are not actively engaged in business. Their function, as they regard it, is to conserve money. They hate to see it going out for any purpose, unless they are absolutely sure it will come back immediately, bringing a certain increment with it. They haven't the courage to invest money on faith and that is essentially what advertising is.

An exasperating incident of how the interposition of the directors' veto can kill a progressive policy happened not long ago in an Eastern city. A national bank opened a service bureau for the help of the business men of the community. The bureau aimed among other things to show merchants how they could get along on small capital. It taught them the importance of rapid turnover of their stock and how to keep their records so that they would always know exactly where they are at. This service was advertised extensively and officials of the institution claim that because of the good will it was building it would be only a short time before it made a large profit for the bank. It was too much of an innovation for the directors, however, and they had the work stopped.

When a board of directors is too conservative, it can become a menace to a company's prosperity. This has often happened. But berating the director for his shortcomings doesn't do any good. It is by far a more practical proposition to find out how to win him to the cause of advertising. Usually it is the activity of competitors that awakens the lethargic board. In such cases the awakening may come too late. Competing concerns may have got such a start that it is difficult to overtake them. It is more profitable to get under way while competitors are still cranking their cars. How can this be done? One experience that we know of is rather suggestive.

The progressive element among

the directors of a moss-covered old company succeeded in getting a keen sales executive appointed president. This man immediately ignored all the traditions of the business. About the first thing he did was to trade-mark the line. The next thing he did was to shatter a few more precedents by advertising. The reactionary members of the board, who were in control, stormed with rage. The president's position trembled in the balance. All the while, however, he was conducting a very skilful campaign on the directors. Meetings of the board were called more often than necessary. At these meetings something always happened, sort of accidentally, to show how well the advertising was getting across. He flattered the directors in every way possible. He appealed to their vanity. He stormed them with reports, letters, clippings, all testifying to the initial success of the advertising.

Gradually he won them over. To-day that board will vote a huge appropriation without a blink, because they have found that advertising has immeasurably strengthened the position of the company.

This president holds that the educating of a director is a long-drawn-out process. It cannot be accomplished by a few minutes, discussion at the board's occasional meetings. A man's life time mental attitude cannot be changed over night. The quickest way to change it is to show him case after case of what advertising has done for others. Converting him is strictly a sales job. He is influenced more by stories of accomplishment than he is by promises of what can be done. His imagination feeds best on facts.

A New Weapon for Our Exporters

Recent events on the Western front in France have been of such a character as to make any discussion of "after the war problems" seem rather vague and pointless. Yet such problems do have to be considered, whatever the military situation. We know that Germany is planning in a score of ways to "jump the gun" at the end of hostilities, and will seek to capture the foreign trade of the world. Her great trade associations or cartels, practically state subsidized, and subordinating the welfare of the manufacturer to the interests of the nation, give her a powerful weapon in competing with business men of more individualistic countries, in the markets of the world.

In this juncture, there is a decided rainbow in the sky of the American manufacturer, due to the passage by Congress of the Webb law, which permits a combination of American business interests for the establishment of joint selling agencies abroad. The Webb law has already been discussed in PRINTERS' INK, and doubtless most of our readers are acquainted with its provisions. Ostensibly intended for the aid of businesses which are too small to bear the expense of individual selling agencies alone, and which do not care to put their sales in the hands of an export house, this law will also aid to a tremendous extent the bigger businesses which already have foreign branches. For one thing, it will permit such enterprises to combine with others for entering countries not heretofore deemed important enough for sales branches.

Not the least important aspect of the new law is the fact that it virtually constitutes a complete suspension of the Sherman law, insofar as export trade is concerned. When the Government virtually admits that the Sherman law is too antiquated to be tolerated longer in its application to combinations for export trade, we think all will agree that it has taken a long step forward.

Another significant aspect of the Webb law, is the statement that the Federal Trade Commission is expected to act as arbitrator in disputes as to unfair competition in the foreign field. This means that the Government's interpretation of unfair competition in foreign selling will presumably agree with its inter-

pretation of unfair competition at home—which is certainly a consummation devoutly to be desired! It also means that the "little fellow" will be protected from the possibility of being starved out of his foreign market by any competitor or group of them practicing unfair methods.

When we consider the enormous fleet of merchant ships which the United States will soon have accumulated, and which cannot be allowed to lie idle after the war; and when we think of the tremendously enlarged manufacturing facilities of the nation, for the products of which an outlet must be found somewhere, it is not too much to say that the Webb law is certainly the most important single measure ever enacted in the interests of American overseas trade. As such, and especially in view of the way in which it permits us to fight German cartels with legitimate combinations of our own, it certainly merits the earnest study of every business man who can look ahead further than next week.

The Institution Stronger than the Man

The death of Major W. J. Richards, a well known newspaper man and Civil War veteran, at Indianapolis recently recalls a remarkable example of the strength of a long established institution in the face of changing personnel.

Major Richards was for many years business manager and part proprietor of the Indianapolis *News*, but about fifteen years ago he conceived the idea of establishing a new daily in the Indianapolis field, and not only severed his connection with the *News* rather suddenly, but also took with him so many of the more important members of the staff as to bring numerous predictions that the *Press* would from that time on displace the *News* among readers and advertisers.

The *Press* started out with much eclat, and for a time set the pace in rather a dazzling fashion. We recall that the *Press* was the first in its section of the country to introduce two-color printing on its first page, and it also introduced a new and elaborate system of promoting its country circulation.

For several months everything seemed to indicate that the *Press* was going to realize the predictions that it would displace the *News*. Strange to say, however, the *News* seemed to lose neither circulation nor advertising, in spite of an organization that was largely new.

Even more suddenly than its spectacular beginning, the *Press* collapsed. Without warning and practically over night its suspension was announced—the bubble had burst. Major Richards afterwards effected a consolidation with the *News* of all that was left of the *Press*.

We have here an excellent example of the tremendous value of good will in the newspaper field. The momentum gained through years of leadership will carry a paper along to an extraordinary extent under conditions so adverse as to lead us to believe them fatal. And such examples should be ever in the minds of any man or group of men who think that in suddenly severing their connection with a business they are going to send it to the scrap heap. Such a result seldom occurs in a well established enterprise.

Bureau of Advertising Luncheon

One of the features of the annual convention of the American Newspaper Publishers' Association to be held next week in New York will be the luncheon and annual meeting of the Bureau of Advertising, which will take place on Wednesday noon. The speakers thus far announced are Sir John Foster Frazer, chairman of the War Lectures Committee of Great Britain; H. C. Hawk, chairman of the executive committee of the C. W. Post interests, of Battle Creek, Mich.; Samuel W. Rayburn, president of Lord & Taylor, New York, and W. A. Thomson, director of the bureau. Fleming Newbold, of the Washington *Star*, will preside and Lafayette Young will conclude the function with a patriotic address. About 400 applications for seats have been received. It is probable that 100 more tickets will be sold before the date of the luncheon.

The Great War is awakening the American people to the true happiness that comes from helping others

To promote this awakening, to build up and keep alive the spirit that is its foundation, The American Red Cross has developed The Red Cross Magazine into a big, strong, interest-compelling publication.

This was done, not simply to stir up the American people for the period of the war, but to build up and keep up that spirit for ALL TIME; to keep it alive for the reconstruction that will follow the war, and then on, so long as humanity, suffering from war, flood, disease or famine, needs neighborly help.

There never has been a more definite field or greater need for a magazine; during the Christmas Drive nearly half a million people, without special solicitation, paid an extra dollar above the cost of the annual membership, to subscribe for the Red Cross Magazine.

In order to make it the greatest possible permanent force for this work, the rebuilding of the Magazine has been conducted on the solid basis of strict business, of the best editorial talent obtainable, of paid circulation, and of advertising contracts sold on the real value of the Magazine.

THE RED CROSS MAGAZINE

Owned by The American Red Cross, and read by more than a million and a quarter patriotic American families

A. EUGENE BOLLES
Advertising Manager

COLE & FREER
Peoples Gas Building
Chicago, Ill.

120 West 32d Street
New York

E. K. HOAK
Van Nuys Building
Los Angeles, Calif.

Keeping Customers Satisfied by Correspondence

Some Tactful Methods of Handling Complaints That Keep Names on the List of Customers—Return-Goods Difficulty May Frequently Be Turned into an Advantage to Seller

By Hugh Holt

THE competent correspondent employed by a manufacturer or wholesaler realizes that a command of language, if properly directed, will give him power to influence orders, but more energy seems to be expended in obtaining orders than keeping customers' names "live" on the mailing list.

It costs quite a bit to get the initial order, and that order may be filled at a loss, if the first transaction is the final one as well. Let us consider that we have filled a new customer's order to the best of our ability, but that he is dissatisfied with his purchase, whether justified or not. Now, we want to be fair to the customer, but at the same time, it is our desire to do business at a profit. The untrained correspondent would lose money for his concern, were he to write unconditionally "return goods for credit."

We all know the curse of returned goods, and to mitigate this evil, how much better it would be to adopt some such phrase as "return the goods for our inspection, and if we find we are at fault in any way, the proper adjustment will be made." The proposal is fair, and if the customer has a legitimate complaint he will act accordingly. If through the carelessness of himself or his clerks, the goods are damaged while in his possession, he will think twice before returning them.

Promising credit, instead of judiciously selecting words which will have the same effect, has created many returns. When a customer arbitrarily returns goods, however, without asking the privilege, it is best to put the customer in a receptive mood by telling him he did right. If he is at fault, you can then explain the company's viewpoint. Do not elaborate on the fact that he was right in returning the merchandise, however. Many correspondents, when writing on returned goods, are inclined to be more than affable in ending their letters by stating "we extend to you the privilege of returning any goods for exchange or credit." It is obvious that no house wants to solicit "returns."

The "you" element was in vogue some years ago, and abounded in all letters. In answering complaints the less the correspondent uses the word "you" the better. Suppose a customer ordering a made-to-measure suit gives apparently wrong measurements—your letter would read rather harshly to say "You must have made a mistake in taking your measurements." A better answer would be: "We are under the impression that a mistake was made in your measurements." There is no direct accusation in such a remark, and it is non-committal. Then, ask for the information you seek.

GAIN THE BUYER'S CONFIDENCE

Generally speaking, there is no better guide in answering complaints than to follow Abraham Lincoln's method of argument in his cases before the bar. It is said it was Mr. Lincoln's custom always to agree with his opponent at the beginning of a case, gain his confidence and then ingeniously insert his own side of the argument. The same method may be applied to letters. When it is necessary to make a refund to a customer the first sentence in your letter should carry the simple message that the check is enclosed to cover the cost of the article that did not meet with the approval of the customer. He sees the check immediately upon opening the letter, and his mind is at rest, because the first sentence tells him the reason for the check.

The customer is satisfied—he has his money back, and you can be assured he will read the rest of your letter. Now is your opportunity to incorporate your "selling talk." Suggest to him that you know you can satisfy his wants, and end up your letter by saying there is no need even to cash the inclosed check—just return it in payment for a new selection.

Woe unto the correspondent who fills his letter with a series of arguments justifying his own position and then ends it with the time-worn phrase "herewith find our check." If the recipient of a refund letter does not see a phrase alluding to the check the moment he opens the letter, he skims over the balance hastily to the end until he does see the connection, but not before the gist of the letter is lost.

The writing of so-called negative letters, also, kills off many customers. Pick up answers to complaints, and note the frequency of the use of the word "sorry." It is the laudable desire of every business house to give service, and the right admixture of efficient service and price spells success for any firm. But how we shake the foundations of service, when we write that we are "sorry" that this shipment did not arrive in time; "sorry" for this incident, "sorry" for that.

You say, think of the other fellow; all right; you can still be altruistic, but make more use of the word "surprise," and your letters will then read that you are "surprised" that the shipment did not arrive promptly—a much better term than the one employing that overworked word "sorry." After expressing your surprise, arrange to do what you can to bring the complaint to a satisfactory conclusion. The customer receiving a "surprise" letter will have confidence in your service, assuming that the lack of it in his case was unintentionally exceptional, whereas the usual "sorry" letter will doubtless cause him to have misgivings regarding your service.

After all has been said, the correspondent who has given his time to mental development along the line of shading his language toward his customers will have a distinct advantage, and by all means he should have it. To know people and conditions, and meet the combinations of the two with unwreckable tact is the mission of the present day correspondent.

New Name Is Brooke, Smith & French, Inc.

The Brooke, Smith & Moore Advertising Agency in Detroit has been changed in name to Brooke, Smith & French, Inc., in order to recognize Willard S. French, who joined the organization January 1.

Mr. French was formerly sales director of the Monarch Governor Company and before that was associated with the Carl S. von Poettgen Advertising Agency and was advertising manager of the Denby Motor Truck Company, all located in Detroit. Previously he had been Southern sales manager and advertising manager of the Kawneer Manufacturing Company, Niles, Mich.

Miss Whitney to Exhibit Posters

Arrangements have been made for Miss Belle Armstrong Whitney to exhibit her collection of French war posters, recently described in PRINTERS' INK, and shown at the Advertising Club of New York, before the advertising clubs between New York and San Francisco. Her address on the "War Message from France" is designed to arouse interest in the Government loans and war charities. She will speak under the auspices of the Division of Advertising of the Committee on Public Information.

A. W. Ferguson to Leave "Concrete"

A. W. Ferguson, manager of the service department of *Concrete*, Detroit, will take charge of the sales department of the Blystone Manufacturing Company, Cambridge Springs, Pa., on April 29. The Blystone company makes mixing machinery for concrete, mortar, plaster and foundry sand.

Milburn Goes to "System's" New York Office

E. M. Milburn, who has been manager of circulation in the Philadelphia office of *System*, Chicago, will take a similar position with the New York office on April 20.

The Little Schoolmaster's Classroom

THE Schoolmaster never had the pleasure of knowing Noah Webster personally, but he is inclined to think that not even the great lexicographer would have termed the dictionary sprightly reading. Nevertheless there is somewhere in Philadelphia an advertising man who has seized the dictionary in a spirit of ebullition and made some mighty good copy out of it. He is not selling dictionaries either. He is selling a hotel restaurant. First there is a Voguesque cut of "the gay Lord Q——," who sets forth "his different definitions." In the particular piece of copy which was handed to the Schoolmaster he expounds as follows:

"MEAL, n. (Anglo-Saxon *mael,* akin to Danish *maal,* Icelandic *mal,* a measure, time, meal).

1. The portion of food taken at a particular time to satisfy appetite.

2. At the Hotel C——, a poem by a chef, a great artist; a social event; a joyous refreshment of body and spirit, by Jove!

"DANCE, n. (Middle-English, *daunce,* Old French, *dance,* French, *danse,* see *dance,* v. i.).

1. A measured leaping, tripping or stepping, in unison with music.

2. At the Hotel C——, ecstasy, old chap!

"Don't look in the dictionary for definitions of enjoyment—look in at the Hotel C——."

Some advertising theorists might find fault with it. It borders on the flippant. It would be hard to defend it against a charge of exaggeration—but one can't help reading these definitions, and there is an insidious desire to look for them daily. And that's where the spirit of the thing gets across and builds up that well-known cumulative persuasion.

Clubs, societies and similar bodies are always sending out letters to their members asking them to attend meetings or urging them to take action on some other matter. Very often these appeals bring a sad response. The writers of the letters wonder why. They are chagrined that a fellow member should ignore their messages and by so doing seemingly evince so little interest in the activities of the association.

The Schoolmaster has received many letters of this kind and he believes he knows why they often fail to score. At least he knows why they have failed to draw him from his peaceful fireside to attend the affair at the club. The reason is that usually the letters are entirely too formal and hence are so dull and colorless that they do not inspire action. There are, of course, some happy exceptions to this. Take, for instance, those corking letters that R. F. R. Huntsman, treasurer of the Sphinx Club, of New York, has the felicitous faculty of distributing to the members of this organization. They get results because they always hold the spirit of the cordial hand-shake. The one he sent out for the dinner this week is a typical example. Here it is:

"To begin with, the April 16 dinner will be served in the Grand Ball Room of the Waldorf-Astoria. Reservations already received show that the members appreciate the fact that this is to be some BIG night. Therefore, the grand ball room has been engaged for our accommodation.

"It seems that President Lynn has been holding back a lot of information about this dinner. Yesterday he told me that I had forgotten to mention to the members the fact that a chorus of fifty colored singers would sing Southern songs and old war tunes at this dinner. By the Great Horn Spoon, he never mentioned

The Rapid Electrotype Co.

W. H. KAUFMANN, President and General Manager

Makers of all kinds of Advertising Plates and Trade Cuts, including Stereotypes and Mats, by the wax or Dr. Albert Lead Mold Process. Sole owners of U. S. Letters Patent on Aluminotype.

New York **Cincinnati** **Chicago**

The Largest Makers and Distributors of Advertising Plates in the World

REFERENCES:—Any five national advertisers you may think of. If you ask them, you will, perhaps, find that several of them already know what Rapid's Service means.

The Hollenden
Cleveland

THE GUEST who visits the Hollenden for the first time generally does so on somebody's recommendation.

But when he returns a second and third time—and keeps coming back year after year, as he generally does, it's because he has found this hotel to be truly first-class.

A decided majority of Hollenden guests become regular patrons.

European Plan, $2.00 and upwards.



To profitably reach farmers TALK WITH Heegstra

H. Walton HEEGSTRA Inc.—MERCHANDISING—25 E. Jackson Boulevard, Chicago

Electros for Advertisers

MARQUETTE BLDG CHICAGO GENERAL PLATE CO. 1600-1612 HULMAN ST TERRE HAUTE IND

"GIBBONS Knows CANADA"

Trademarks
Headquarters

MASON, FENWICK & LAWRENCE
TRADEMARK LAWYERS
Washington New York Chicago

Established 1861 Booklet Gratis

Some of the largest advertising agents, lithographers and manufacturers use our expert service

Printing of high class supplied to advertisers, advertising agencies and others.

Modern machines are no small part of our equipment for . . Binding

MOST COMPLETE PLANT IN THE CITY

Charles Francis Press
461 Eighth Avenue New York City
Printers of PRINTERS' INK

Circulation
Manager Wanted

We want a man to take charge of the field work on the two largest and most popular magazines in Canada. Must be capable of organizing, training and handling crews of both men and women, routing them over their territory and producing the maximum amount of business thru personal work with the canvassers and sales producing plans. This work offers unlimited opportunity in Canada and the right man can make a big place for himself in a strong organization. State fully your experience and record and enclose photo if possible. Replies will be treated in strict confidence.

Continental Publishing Co. Ltd.
TORONTO CANADA

MARTINI
PRINTING CRAFTS BUILDING
461 EIGHTH AVE., NEW YORK
LETTERHEADS
CALLING CARDS
POST CARD REMINDERS

the matter to me before yesterday. I have heard this chorus sing before, and they certainly warm the cockles of your heart.

"Furthermore, it seems we are to have a famous cornetist, a wonder, and a wizard who is bound to charm us with his art. And, as dear old Nat Wills used to say: 'There's another little thing I forgot to tell you about.' A band of sixty pieces will spread harmony over the affair when someone else is not doing the same thing. It looks, indeed, as if this might be really a harmonious occasion from start to finish.

"Therefore, it has been decided to throw open the boxes on this evening in order that our wives and sweethearts may also participate in such part of the feast as may be enjoyed above the first floor. Please make your applications by mail for the number of seats in the boxes you positively can use. Your guests will be admitted to these boxes at any time during the evening. Owing to the size of this dinner, it will be absolutely impossible to make changes or reservations after Monday noon.

"Yours very truly,
"R. F. R. HUNTSMAN,
"Treasurer.

"P. S.—Please bring your voice with you. There will be songs to sing."

Treasurer Huntsman's letters always send the Schoolmaster scurrying to his wardrobe to see if his dress suit is ready for the occasion.

* * *

A friend of the Schoolmaster dropped in to see him the other day, and incidentally to get his opinion on the value of a certain list of questions on advertising,

CLASS
For class, trade and technical advertisers.
Every issue contains a directory of representative class, trade and technical papers, with rates, type-page sizes and closing dates.
Subscription Price, $1 a Year
608 SOUTH DEARBORN ST., CHICAGO
Sample Copy On Request

which he brought with him. They constituted the final examination in a recent course in advertising conducted in a big city; and the Schoolmaster believes they are interesting enough to pass around:

1. Define advertising and name the six principal mediums employed. (A) What is meant by direct or mail advertising? (B) Name the five mediums used.
2. What are the four objects of an advertisement and how is each accomplished? (A) Give a rule regarding the use of illustrations.
3. If you were asked to prepare some advertising matter, what would you do first? (A) How would you determine the amount of money that should be spent in a campaign?
4. What is meant by "display" and what are the elements used in securing it? (A) Name four kinds of type usually employed in newspaper and magazine advertising.
5. What is regarded as the most effective of all mediums in both local and general advertising? Why? (A) When should trade publications be employed?
6. Define "balance" as applied to an advertisement. (A) In what way does the optical differ from the mathematical center of an advertisement, and how is it determined?
7. How do you "Key" an advertisement and for what purpose?
8. If you were marketing a new food product in what ways would you

Illinois Daily League
27 Daily Papers 27
177,000 Circulation 177,000

The League provides a splendid field for new advertisers in newspapers to "try out" this class of publication.

Space buying is made easy. Negotiations, contracts placed and paying through the secretary.

For full particulars address

J. K. GROOM, Sec'y
care Beacon-News
AURORA, ILL.

J.M.CAMPBELL

Preparation of copy for Advertisers. Compilation of data on which to base permanent advertising policies.

171 MADISON AVE., NEW YORK
Telephone Murray Hill 4394

Canada Buys More Per Capita Than Any Other Country in the World

Are You Getting Your Share of CANADIAN BUSINESS?

For years I have been successfully selling the wholesale Hardware trade in Canada.
On July 1st I will be open to handle your line either on salary or commission.

What Have You to Sell?

G. L. DAVIS 372 South Queen Street Hamilton, Ontario, Canada

AMERICAN MOTORIST

LARGEST CIRCULATION IN MOTORING FIELD

With quantity plus quality advertisers get in American Motorist an exceptional advertising medium circulating in every State in the Union among actual car owners and dealers. Circulation 62,000—98% paid-in-advance subscription—100% mail subscription—no newsstand sales—no subscription solicitors—non-returnable. 8500 increase in mail subscription for last six months.

MAIN OFFICE:
RIGGS BLDG., WASHINGTON, D. C.
Member Audit Bureau of Circulations

PETERSON & DEAN
GRANDRAPIDS, MICH
ADVERTISING

help the dealer to move the goods?
9. For what other purposes is advertising used besides selling goods?
10. What advantages do trade-marked advertised articles have over unbranded and unadvertised products? (A) Name three concerns whose trade-marks are considered worth a million dollars or more.
11. How would you go to work to interest retail salesmen or clerks in an article you have sold the retailer?
12. Why should a manufacturer continue to advertise when his output is oversold or his productive capacity is reduced because of the war?
13. Does advertising increase the cost of an article? Give the reason.
14. Name a few articles that cannot profitably be advertised.
15. What services are rendered by the general advertising agent and how is he paid?

* * *

Formal courses in advertising are, after all, much like the compliments a toastmaster pays to a speaker at a dinner, or the threats a bride makes that she will go back to mother—they are all very well if you don't take them too seriously. There are plenty of big men in advertising who are doing fine work and getting lots of money for it, who probably couldn't get a grade of sixty per cent on such an examination as this. (The Schoolmaster just tried it on himself; but he refuses positively to reveal whether he "flunked" it or not.)

The easiest question of all is, of course, 2A, asking for a rule regarding the use of illustrations. The answer is: "Use good ones." But the Schoolmaster is not so sure about his answer to 3: "If you were asked to prepare some advertising matter, what would you do first?" He would first find out whether the advertiser had any money; but he is not at all certain that that is what was wanted. And he can tell the salesmen who would answer question 3A with "I would find out how much I could get," that they are wrong. "Balance," asked about in question 6 is, of course, something that a copywriter must not lose when Mr. Advertiser jumps all over his beautiful words. And there are a variety of answers to question 9: "For what other purposes is advertising used besides selling goods?' For one thing, to fill up what would otherwise be an annoying empty spot in a publication! And for another, to fulfill a contract and keep the advertiser from being short-rated; all of which is to say nothing of the fact that agency expenses have to be met *somehow!*

The youthful student who can pass this examination with a grade of 100 per cent *might* be the best person to put in charge of a million-dollar appropriation; after all stranger freaks than that have happened, though the Siamese twins is—or are—the only one the Schoolmaster happens to recall.

* * *

A curious question bobs up again in the Schoolmaster's letter-box: "What," asks the questioner, "is the average percentage of sales spent by national advertisers for advertising?"

It does not seem to the Schoolmaster that this question, or any other question about "averages," leads very far. A new advertiser might be helped by learning the percentages invested by food-products manufacturers, if he were putting out a food product, but the percentages of farm-implement advertisers would mean nothing. Besides, what an established manufacturer spends to maintain his sales may be considerably less than the percentage that a new advertiser will have to spend to get into the market. There are national advertisers who regard two per cent of their sales as the maximum for advertising, while others are known who invest as much as eight or ten per cent and believe they are warranted in doing so. And still others, whose advertising for a given year has exceeded the gross sales for that year.

This question reminds the Schoolmaster of another that he once heard asked: "What does the average advertising man earn?" "All the way from one thousand a year to fifty or more," answered the Old Head to whom the question was put. "But what's the average?" persisted the questioner. "Don't know. I never met an average advertising man! They are all different."

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost forty-five cents a line for each insertion. No order accepted for less than two dollars and twenty-five cents. Cash must accompany order. Forms close Monday preceding date of issue.

HELP WANTED

A large publication printer wants a salesman; also an office executive. Both positions offer splendid openings for broad-gauged men. Give full details in first letter. Box 215, care Printers' Ink.

An advertising medium that appeals to national and local Advertisers, has opening for a few live solicitors and salesmen. A rare opportunity to make big money. Write for particulars. Publicity Clock Co., 110 W. 40th St., New York.

FORWARDER WANTED:
Man or Woman, bright, hard working, able to make sketches and layouts, must be experienced in dealing with magazines, printers, engravers, etc. Two most important qualifications are—system and artistic ability. Write full details, including salary. Harry Porter Co., 18 East 41st St., New York.

ADVERTISEMENT WRITER
Capable man. Has splendid opportunity to work himself in as head of copy department in one of leading stores in city of 500,000. Give full particulars stating also minimum salary. Quick action.
A. W., Box 211, Printers' Ink.

WANTED—A SALESMAN OF ADVERTISING SERVICE, not a man who thinks he can or has, but one who *is* selling advertising. A man who knows the Eastern field and whose record is such that he commands the respect of those with whom he has come in contact. This may mean an agency man with accounts, if they are on the right basis, or a publication representative whose personality, acquaintance and reputation will enable him to get them. A man who can sell himself as well as his proposition, but who is wise enough to know that his proposition is bigger than he is. Replies will be considered strictly confidential. This is an opportunity for the right man to form a connection with a well-established and growing agency where ability is recognized and paid for. Address Box 213, care Printers' Ink.

OFFICE MANAGER—New York trade publication wants trained executive and correspondent familiar details printing, advertising, etc. Write fully experience, salary and references. Box 226, care Printers' Ink.

EXCEPTIONAL OPPORTUNITY

Experienced copy writer to handle building construction and equipment accounts. Exceptional opportunity with a New England agency for the man who knows the contracting field and can show satisfactory evidence of ability through copy and catalogue matter already written. Box 222, care Printers' Ink.

HERE'S A REAL OPPORTUNITY FOR A DETAIL MAN OR WOMAN
The man who held this position eight years ago is the third largest stockholder in the concern to-day.
The next man was made a stockholder six years ago.
The next man holds the most responsible position in the concern to-day, bar one.
The last holder is in the draft. The man or woman who fills his shoes must be capable of stepping up when the opportunity comes.
Present qualifications require a complete knowledge of type and an artistic ability in the handling of it (through layouts) that will make ads talk.
If you have this ability tell us what your experience has been, how old you are and what starting salary you want, we'll give you the opportunity to demonstrate your fitness for the job.
Box 216, care Printers' Ink.

ADV. MNGR. WANTED

We need an EXPERIENCED Advertising Manager—kindly note the emphasis on the "Experienced." We manufacture a nationally advertised product, distributed through drug and general stores.

We prefer a man Southern born, Gentile, who can fit into the life of a small town.

The salary can be made to accord with the applicant's ability. Box 206, care Printers' Ink.

EDITOR for long-established weekly trade journal wanted; acquaintance with merchandising methods desirable but not essential; must be able to make up; moderate initial salary; state age and experience; excellent opportunity for young man not subject to draft. Box 228, care of Printers' Ink.

SALESMAN

Advertising and special service house needs a high class man of clean record and ability; one who will not be satisfied with less than $5,000 income; must be accustomed to dealing with big people successfully and have clean character as well as sales ability; straight commission basis. Our service is entirely new, without competition and offers unlimited possibilities and permanent connection with a highly successful and old established house. Please state fully your past experience and connections, so that personal interview can be arranged with those who seem to meet the requirements. Address A. G. Langworthy, 638 Federal St., Chicago, Illinois.

Advertising Salesman

A real salesman of advertising wanted to sell advertising services on yearly contract basis to retailers for leading house with established business. Can make a good income; $2000 to $4000 a year or more. Year round work. Permanent position if successful. Liberal Commissions and drawing account. Must have advertising and selling experience. Must be Christian, draft exempt, and willing to travel. Box 204, care Printers' Ink.

WANTED—COPY AND LAYOUT MAN, with ability to sketch rough layouts so they can be submitted to clients to give clear idea of finished effect of advertisement; not required to execute finished drawings. Man must also be a business man with initiative, executive ability and ideas and appreciation of the broader phases of advertising agency work. Must be familiar with and capable of buying art, printing and engraving. A position of importance is open with a large, well-established and growing advertising agency; location New York. All replies will be considered strictly confidential but not considered unless samples of work—not finished advertisements, but sketches—are submitted, with statement of salary expected and complete information as to experience. This is an opportunity to become connected in the right way with the right people where your ability and "will to win" is the measure of your opportunity. Address Box 212, care Printers' Ink.

EDITOR

for mechanical trade paper. State age, experience and salary. Address Box 220, care Printers' Ink.

AN AUTOMOBILE Trade Paper, located in New York, wants to hear from promising (American) editorial material. Applicants should be familiar with the automobile business, understand a car well enough to describe it in a manner intelligible to the trade, and have some knowledge of merchandising. Youth (with draft exemption) is no bar, and experience in advertising agency work might offset a lack of editorial experience. The work will be varied and progressive, the job as permanent as the man, the pay commensurate. Box 229.

MISCELLANEOUS

When you think of Hardware Dealers think of the Hardware Dealers' Magazine, The Open Door to the Hardware Stores of the World. Write for sample. 253 Broadway, New York City.

15¢ a Sheet Posts R.I.
PANELLED & PILLARED BOARDS LISTER GUARANTEED SHOWING
ADDRESS UNION TRUST BLDG. PROVIDENCE, R. I.
Standish-Barnes Co.

TO RENT FOR BUSINESS PURPOSES
Attractive, furnished or unfurnished. Special facilities for publisher, advertising agency, or kindred line. Sublease. Divisions for large or small users. Tenth Floor, 450 Fourth Avenue, New York City.

Ph. Morton
OCEAN TO OCEAN
CINCINNATI

Canadian Agency For Sale

Small but healthy concern located in one of the largest cities in the Dominion is for sale. Excellent list of accounts. Price very reasonable. Write Box 205, care Printers' Ink.

POSITIONS WANTED

ASSISTANT TO ADV. MANAGER
Radical reorganization in office force leaves assistant purchasing agent large adv. agency jobless. Want connection with growing organization as adv. manager's assistant. Can buy engravings, printing, etc. Excellent references. High school graduate. Age 21; 3d class draft. Box 208, care Printers' Ink.

ADVERTISING MANAGER

Wants a new connection. 16 years experience on publications as general manager, advertising mgr., circulation mgr. and Eastern representative in general. Magazine, trade, mail order and farm fields. Proven ability. Age 37. Box 227.

Position as copywriter by young woman, 4 yrs. magazine and newspaper writer. Also handles free lance copy orders. Successful writing and placing special publicity stories. Box 209. P. I.

BRAINS FOR SALE

Initiative, expert knowledge printing and typography purchase and manufacture—efficiency methods shop and office. 25—married, draft exempt. Box 223.

High Grade Advertising Solicitor

WOULD LIKE POSITION ON NEW ENGLAND DAILY. BOX 202, CARE PRINTERS' INK.

LAYOUT MAN—EXPERT TYPOGRAPHER AND LETTERER SEEKS POSITION WITH EITHER ADVERTISING OR PRINTING CONCERN. Box 207, care Printers' Ink.

Advertising Solicitor of extensive experience, successful record, favorably acquainted throughout Eastern territory, seeks opening on general or class publications; letters confidential. Box 200, care Printers' Ink.

INTELLIGENT YOUNG WOMAN—Practical magazine advertising experience. STENOGRAPHER. Classified and general make-up experience. Familiar with engraving and printing. Box 221.

Thoroughly capable, alert young woman, for 8 years advertising manager large mail order business, desires connection in Cincinnati as manufacturer's agent, publisher's representative or along similar lines. Box 214, care Printers' Ink.

Wanted—Position as manager or advertising manager of a first-class live daily. Fifteen years as advertising and assistant manager of one of N. Y. State's best dailies. First-class references. Can make change any time. Address Box 225, care Printers' Ink.

POSITION WANTED

as executive's assistant by a young woman (28) familiar with printing, cuts, layouts, etc.; capable of handling correspondence and office detail. Position must offer opportunities for advancement. Box 203, care Printers' Ink.

A producing salesman now identified as Advertising Manager for representative daily paper in Southern city of 50,000 desires connection where selling ability will be appreciated and rewarded. Prefers newspaper, Trade Journal, advertising or kindred lines. Young, married, exempt from draft. Highest class references. Box 217, Printers' Ink.

If
YOU
want
an experienced
ADVERTISING SOLICITOR
SECRETARY
or
MAGAZINE MAN
communicate with
Box 224, Printers' Ink.

Managing Editor—Ten years' practical experience in magazine publishing. Hard worker and accurate. Draft exempt. Salary $2,500. Available May 1st. Box 201, care Printers' Ink.

NEW ENGLAND REPRESENTATIVE

Class, Trade, Technical, National Magazines. Advertising Solicitor-Manager, age 34, married. 14 years successful business record and favorable acquaintance with New England advertisers—controls many large accounts—seeks connection with publishers having an opening for a $5000 man. Prefers to make headquarters in Boston. Box 219.

TAKE NOTE OF THIS.

For the past six years I have successfully sold advertising space on New York Dailies. Now I am seeking a position either in advertising or mercantile lines with reputable concern and chances of advancement. Age 25; good appearance, deferred classification in draft. A-1 references.

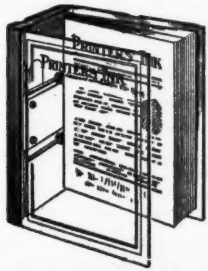
WHAT HAVE YOU TO OFFER?

Box 210, care Printers' Ink.

Business Builder

I have a record as a progressive, productive, tactful business-getter; forceful correspondent, resourceful negotiator, trained to exercise judgment, advertiser with ideas, adaptable, systematic, accustomed to handling successfully many details, owing to war developments ready for new connection. American, aged 40. Box 218, P. I.

BINDERS FOR PRINTERS' INK



*65 Cents Each, Postpaid

PRINTERS' INK binders will hold an average of ten copies each. Figure five binders for a year's copies. Each issue, as received, can be securely fastened in the binder, by a very simple arrangement, and will open like a book, with all inside margins fully visible.

Made of heavy book board, insuring durability. Covered with strong black book cloth; lettered in gold.

PRINTERS' INK PUBLISHING CO.
185 Madison Avenue, - - New York

*Where two or more are ordered at the same time, the price is 60c. each.

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we have a personal representative within a few hours ride of any point in the United States

Thos. Cusack Company

CHICAGO NEW YORK

Largest Advertising Company in the World

COLLEGE OF BUSINESS ADMINISTRATION
Boston University

We have been asked to donate this space to advertise the

THIRD LIBERTY LOAN

It should be unnecessary to tell such an intelligent class as advertising men, publishers, printers, etc., that every one of them *must*, at any sacrifice, participate in the National defense—at least to the extent of buying Liberty Bonds of the Third Issue.

The Chicago Tribune

(The World's Greatest Newspaper)

(Trade Mark Registered)

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